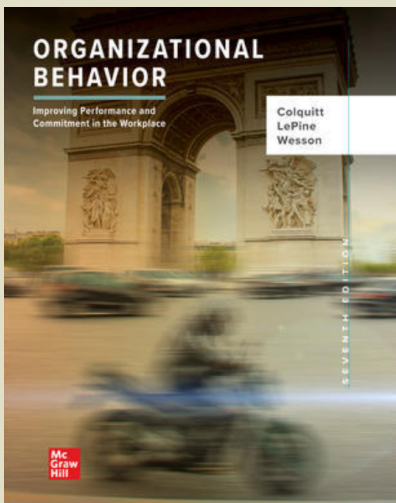# Mc Graw Hill

List of Changes

Organizational Behavior: Improving Performance and Commitment in the Workplace
7th Edition
Jason Colquitt, Jeffery LePine, Michael Wesson

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Colquitt, LePine, and Wesson's, *Organizational Behavior*, 7th edition, continues to offer a novel approachusing an integrative model and road map to illustrate how individual, team, leader, and organizational factors shape employee attitudes, and how those attitudes impact performance and commitment. This model reminds students where they are, where they've been, and where they're going. They include two unique chapters on job performance and organizational commitment. Those topics are critical to managers and students alike, and represent critical outcomes in OB. Each successive chapter then links back to those outcomes, illustrating why OB matters in today's organizations.

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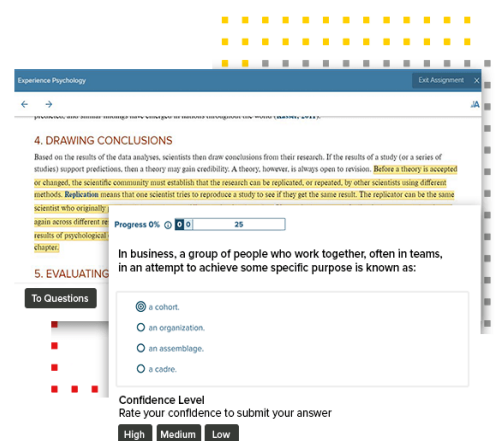
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Chapter by Chapter Changes

Chapter 1: What Is Organizational Behavior?—This chapter now opens with a wraparound case on Levi's. The case describes the company's new initiative focused on improving worker well-being in supplier factories. In particular, it discusses the tension between improving supplier conditions in a top-down manner dictated by Levi's and a bottom-up manner that empowers the particular factories.

Chapter 2: Job Performance—This chapter features a new wraparound case on Accenture, which describes how and why the company's view of performance has changed from "performance management" to "performance achievement." Accenture abandoned formal evaluations and rankings and replaced them with an app that provides employees immediate feedback. Our OB at the Bookstore feature has been changed to Treating People Well. This book describes benefits of civility in the workplace and outlines practices that employees can use to develop positive relationships that inspire trust and cooperation. The chapter includes new material on prosocial counterproductive behavior. This new material is supplemented with our new OB on Screen feature, Molly's Game, which provides an interesting example of well-intentioned behavior that nevertheless is counterproductive and potentially detrimental to the organization.

Chapter 3: Organizational Commitment—Lyft serves as the wraparound case in this edition, spotlighting the things the company does to build loyalty on the part of its drivers. The case also describes Lyft's efforts to build a fleet of driverless cars and how those efforts might undermine the commitment levels of its human drivers. The OB on Screen feature is now Baby Driver, which illustrates how a lack of affective commitment to one's work can lead to withdrawal. The OB at the Bookstore feature is now Digital Minimalism, which lays out a philosophy for dealing with the digital distractions and commitments that often encourage withdrawal in the workplace.

Chapter 4: Job Satisfaction—This chapter's wraparound case now highlights Activision Blizzard, the creator of games like World of Warcraft, Call of Duty, and Guitar Hero. Activision Blizzard does a number of things to keep its employees satisfied, including promoting from within, encouraging learning and development, and creating a culture of voice. The case also focuses on satisfaction levels among gaming employees, given the interesting but grueling nature of the work. The OB on Screen selection is now Ocean's 8, which illustrates how intrinsically satisfying the job of a private investigator can be, especially when the subject is a stolen diamond necklace. The OB at the Bookstore selection is now Alive at Work, which describes the "seeking system"—a neural network in the brain that is pivotal to employee interest and anticipation. That system is key to understanding the drivers of job satisfaction.

Chapter 5: Stress—Goldman Sachs is now featured in the wraparound case for this chapter. Goldman Sachs is one of the largest and most successful investment banking, securities, and investment management companies in the world, and its employees experience a tremendous amount of stress. The case describes how the company uses resilience training to proactively combat stress. Our OB on Screen feature has been changed to First Man. The film provides insight into how NASA test pilot and astronaut Neil Armstrong coped with work and nonwork stressors.

Resilient is now our OB at the Bookstore feature. The author describes 12 strengths that people can build to become more resilient to stress. The chapter includes new material on the concept of recovery. In this discussion, we outline how individual differences in recovery influence the stress process. We also describe forms of recovery that are more effective than others and highlight the importance of sleep to the recovery process.

Chapter 6: Motivation—This chapter now opens with a wraparound case on Delta. The case describes the turnaround Delta made, from bankruptcy to one of America's most admired companies. Much of that turnaround can be credited to how Delta motivates its employees, including its use of high base pay and generous profit sharing. The OB on Screen feature focuses on pay equity using Battle of the Sexes, where Billy Jean King tries to persuade the organizer of a tennis tournament to pay the women's champion as much as the men's. The OB at the Bookstore focuses on Payoff, which lays out one potential equation for motivation. In particular, the book extolls the virtues of the intrinsic aspects of such an equation-—including concepts like achievement, purpose, and progress.

Chapter 7: Trust, Justice, and Ethics—Salesforce serves as the wraparound case for the revised chapter. The San Francisco–based supplier of software to businesses has grown rapidly and espouses values like trust, equality, innovation, and growth. The case focuses on how Salesforce fosters its trust and equality values and how it measures its performance as it does so. A Star Is Born is now the OB on Screen selection for the chapter. The film illustrates how an amateur singer/songwriter comes to trust a more established artist, as he takes an interest in her career and ability.

Chapter 8: Learning and Decision Making—Slack Technologies and the effect of its instant messaging system on the information processing and decision making of its clients serves as the wraparound case in this edition. The case describes how Slack potentially increases productivity through the decreased use of inperson meetings. Of course, the risk is whether employees can manage the information flow effectively. A new OB at the Bookstore feature highlights the best-selling Principles: Life and Work by Ray Dalio and his desire to push "radical transparency" and "idea meritocracy" as the way for employees and companies to make better decisions. The chapter also includes a number of research updates as well as several new company examples such as Accenture and KitchenAid.

Chapter 9: Personality and Cultural Values—This chapter's wraparound case is now focused on Marriott. The case describes the company's hiring philosophy of "hire friendly, train technical." It also describes the use of personality testing to screen for traits like friendliness. Black Panther is the chapter's OB on Screen selection, with the film examining the cultural values of the fictional nation of Wakanda. The OB at the Bookstore selection is now The Four Tendencies, which describes a new personality taxonomy that classifies individuals as an Upholder, Questioner, Obliger, or Rebel. In practice, those distinctions largely depend on how conscientious and agreeable individuals are.

[Chapter 10: Ability](#)—This chapter's wraparound case now features the U.S. Marine Corps. The case describes some of the abilities needed by Marines. It also examines how the Marine Corps is struggling to fill new positions in cybersecurity with Marines who have the requisite abilities. The Laws of Human Nature is our new OB at the Bookstore feature. The author of this book describes the importance of emotional abilities and outlines ways in which these abilities may be developed. The new movie for our OB on Screen feature is Phantom Thread. This film provides a vivid example of emotion regulation, an important facet of emotional intelligence.

[Chapter 11: Teams: Characteristics and Diversity](#)—This chapter's wraparound case focuses on Whole Foods. This chapter now includes in-depth coverage of an increasingly popular trend in organizations, multiple team membership. We discuss trade-offs and implications of this work arrangement to employees and managers. Our new OB on Screen feature for this chapter discusses the movie Avengers: Infinity Wars, which provides a vivid example of the formation and development of a new team. Biased is now discussed in our OB at the Bookstore feature. The author of this book describes how, despite good intentions, people have hidden biases and prejudices that influence perceptions, thoughts, feelings, and behaviors and how this process often unfolds in ways that create disadvantages for certain groups of people. The discussion is highly relevant to the material we present on team diversity.

[Chapter 12: Teams: Processes and Communication](#)—This chapter includes a new wraparound case featuring Google. The company created an elite team called "Project Zero" to identify bugs in the code of other company's software and to work with these other companies so that the bugs get fixed. The case provides a good example of how various team processes play out. The OB on Screen feature now centers on the movie Mission: Impossible-—Fallout. This film illustrates effective coordination and suggests factors that may foster this important team process. Our OB at the Bookstore feature has been changed to Extreme Teams. This book addresses the challenge of achieving process gains in light of potential process losses.

[Chapter 13: Leadership: Power and Negotiation](#)—This chapter features a new wraparound case on GlaxoSmithKline's CEO Emma Walmsley. As the first female CEO of a major pharmaceutical company, Walmsley effectively helped to lead a major joint venture with Novartis. The case details Walmsley's stepping in as CEO and leading in a different way from her predecessor. The chapter has been updated with new research and some new company examples, including Uber. The new OB on Screen feature uses The Post to illustrate what might lead one to use various forms of power to get things done. The best-selling Dare to Lead by Brené Brown is the new OB at the Bookstore feature, which focuses on how good leaders approach conflict through vulnerability.

[Chapter 14: Leadership: Styles and Behaviors](#)—The chapter begins with a new wraparound case featuring the unique visionary and yet unexpected style of Spotify CEO Daniel Ek. The opener and case help to highlight a different style of leadership and why it works for some but causes issues for others. A new OB at the Bookstore feature highlights Jocko Willink and Leif Babin's best-selling The Dichotomy of Leadership, a book that highlights the need for leaders to be able to switch styles regularly in order to be effective. The new OB on Screen is The Darkest Hour, which highlights Winston Churchill during World War II and what many consider to be one of the speeches highest in transformational leadership ever given.

[Chapter 15: Organizational Structure](#)—Mattel is the focus of this chapter's new wraparound case that highlights the company's continual restructuring through four CEOs in four years, the supposed reasons for these changes, and the effect that that restructuring is having on employees. A number of updated company examples include W.L. Gore, Macy's, and HP/Hewlett-Packard Enterprise. A new OB on Screen features Aquaman, which illustrates how organizational structure affects chain of command even in the far reaches of Atlantis.

[Chapter 16: Organizational Culture](#)—This chapter has a new wraparound case that focuses on HBO (and parent company TimeWarner) and its purchase by AT&T. The case spotlights the differences in the cultures at the two companies and how these differences lead to different results and the specific actions of their employees. The case questions whether HBO can continue as a creative force in the industry in the presence of AT&T's quest for efficiency and profits. The OB at the Bookstore feature now highlights Daniel Coyle's The Culture Code, a book that describes how groups create strong cultures, primarily through the use of psychological safety. A number of new and updated company examples, such as Hilton, Stripe, Patagonia, and Nestlé, have been added.

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