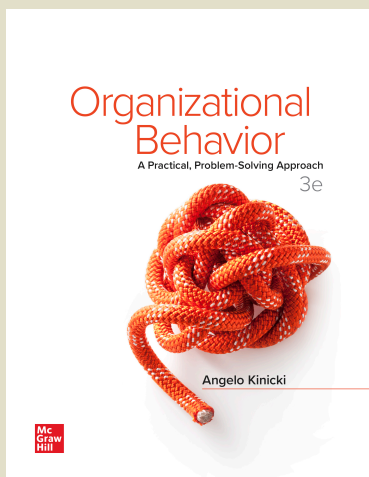


List of Changes



Organizational Behavior: A Practical, Problem-Solving Approach 3rd Edition Angelo Kinicki

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Kinicki's, *Organizational Behavior*, 3rd Edition, develops students' problem-solving skills through a unique, consistent, integrated 3-step Problem-Solving Approach that lets them immediately put research-based knowledge into practice in their personal and professional lives. *Organizational Behavior* explicitly addresses OB implications for students' core career readiness skills, showing how OB provides them with the higher-level soft skills employers seek, such as problem solving, critical thinking, leadership and decision making. The understanding and application of OB theories and concepts provides tremendous value to students' lives today and throughout their careers.

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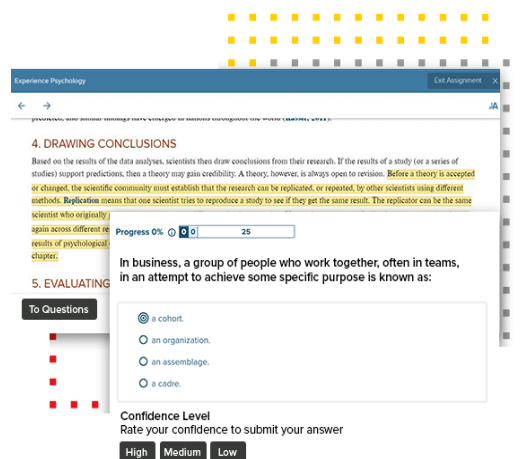
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Chapter by Chapter Changes

CHAPTER 1

- New content on the implications of OB for students' jobs and careers.
- Expanded and enhanced section on ethics, including expanded treatment on the prevalence of cheating and other forms of unethical conduct at school and work; revised and further developed section on ethical dilemmas and whistleblowers; revised and enhanced content on the importance of soft versus hard skills; expanded explanation of the importance of self-awareness for personal development and job and career success.
- Updated survey results outlining skills most sought by employers.
- New Winning at Work feature provides insight and guidance on how to deal with challenges in the hiring process, including the growing role of artificial intelligence and how to effectively get past these virtual gatekeepers.
- New Applying OB feature on how self-awareness can help one build a fulfilling career.
- Updated and refined the 3-Step Approach to Solving Problems Using OB.

CHAPTER 2

- New content on the factors that shape the values of Generation Z; increasing employee commitment, with best practices used by Hilton, Salesforce, and Cisco.
- New examples clarify content about Schwartz's value theory and explain cognitive dissonance.
- Updated statistics on employee engagement around the world; new data on employee satisfaction in the U.S.; new statistics on telecommuting; new research on accounting/financial performance and customer service/satisfaction as outcomes of job satisfaction.
- New Winning at Work feature on creating your own sense of employee engagement.
- New Problem-Solving Application features on McDonald's workers protesting sexual harassment at work; Netflix's approach to sexual harassment in the workplace.
- New OB in Action feature on how companies foster employee engagement.
- New Applying OB features on ways to implement telecommuting for employees; using job satisfaction to reduce employee turnover.
- New end-of-chapter Problem-Solving Application Case on Walmart's values under scrutiny.

CHAPTER 3

- New section on the dark side of personality, the dark triad: narcissism, psychopathy, and Machiavellianism; new coverage of emotional intelligence, including the most recent research and ways in which to develop one's EI; new content on the potential and actual success of introverts in the workplace; new content on how to manage emotions during the job search process.
- Expanded section on brain training, using current research findings and applications; streamlined treatment of multiple intelligences with new, compelling examples; updated and streamlined material related to core self-evaluations.
- Updated research and practical implications of intelligences, linking Big 5 personality dimensions to performance.
- New Winning at Work feature illustrating the career implications of OB, with guidance on which interview questions students should be prepared to answer and ask.
- New Applying OB features on what to look for in a manager; managing emotions during the job search.
- New OB in Action features on intelligence testing; one of the richest self-made women in America (who also epitomizes self-efficacy).
- New Problem-Solving Application on Uber's former CEO, Travis Kalanick.
- New end-of-chapter Problem-Solving Application case on the fall of John Schnatter, founder of Papa John's Pizza.
- New Legal/Ethical Challenge on drug testing with the recent legalization of marijuana in some states.

CHAPTER 4

- New, expanded discussion and illustration of the four stages of social perception; new content on diversity, including new discussion of assumptions about diversity and new examples about the use of quotas when it comes to hiring practices; new example to elaborate on the self-serving bias.
- New research on how a person's appearance affects our perception and whether their appearance affects the ability to get hired; updated research on stereotypes, as well as how male CEOs influence the success of their female successors; new results of gender research; updated recent trends and statistics related to diversity, including the topic of pay equity for men and women and research on how unwelcoming workplace environments can keep LGBTQ workers from acknowledging their sexual orientation.
- New Applying OB features on developing cultural awareness to enhance perception; the best companies for Millennial workers.
- New OB in Action features on the use of virtual technologies for job interviews and recruitment; how U.S. companies are using product design to reach a diverse customer base.
- New Problem-Solving Application about firefighters suing for age discrimination.
- Updated end-of-chapter Problem-Solving Application Case on the diversity profile of technology companies.
- New Legal/Ethical Challenge about patient requests versus employees' civil rights.

CHAPTER 5

- New content on equity sensitivity.
- New illustrations of extrinsic and intrinsic motivation; new examples to illustrate key theories including Maslow's theory, self-determination theory, and equity/justice theory; new examples to illustrate the concept of goal setting and the application of the job characteristics model.
- New research on employees' opinions about performance feedback and pay; updated research and examples on job design, job crafting, and i-deals.
- New Winning at Work feature on how to negotiate for a pay raise at work.
- New Problem-Solving Applications about employee benefits at Walmart; symphony orchestra members going on strike.
- New OB in Action feature about job swapping and job rotation opportunities.
- New end-of-chapter Problem-Solving Application Case on why Amazon workers are not feeling motivated.
- New Legal/Ethical Challenge about whether Sears executives should receive bonuses while taking the company through bankruptcy.

CHAPTER 6

- New content on the primary outputs and functions of performance management; applied goalsetting to jobs and careers; the major reasons performance management is criticized; the growing role of technology in performance management; contemporary performance management, highlighting that it is now continual and includes more coaching and ongoing feedback; how to improve performance monitoring.
- Revised Winning at Work feature on best practices for productivity.
- New Applying OB features on goal-setting; responding to negative feedback; effective coaching.
- New OB in Action features on ID checks; monitoring for performance; compensation.
- New Problem-Solving Application on incentivizing teachers in one underperforming school district.
- New end-of-chapter Problem-Solving Application case on the consequences resulting from Wells Fargo's use of incentives.
- New Legal/Ethical Challenge on the practice of employers' asking about current salary.

CHAPTER 7

- New content on positive and negative deviance; how students can increase their flourishing at school; turning rejection in the job search process into positive motivation.
- Updated and expanded section on doing well and doing good, including three qualifying criteria and further development of how this occurs across levels of OB (individual, group, and organizational); expanded material on how to insert more positivity in one's work; organizational climate; revised material on the history and current role of positivity in OB; prosocial behaviors.

- Refined, updated, and expanded research, applications, and benefits of mindfulness at work; updated research and applications of resilience, optimism, and signature strengths at work.
- New Winning at Work feature on boosting performance with productivity.
- New Applying OB features on how managing internal responses can improve performance; boosting positivity with a fun work environment; fostering positive candidate experiences during job interviews.
- New OB in Action features on socially-responsible investing; mindfulness at major healthcare, biotech, and industrial companies; employee wellness via resistance training at a major health system; how one fast-casual health food business fosters positive culture
- New Problem-Solving Application on Amazon's acquisition of Whole Foods and reckoning of the two companies' values.
- New end-of-chapter Problem-Solving Application Case on how aggressive marketing created an opioid epidemic.
- New Legal/Ethical Challenge on hiring those with criminal pasts.

CHAPTER 8

- New section differentiating groups and teams using three characteristics: dependence, accountability, and time.
- Revised and updated content on formal and informal groups and their respective functions; group and team norms; types of teams, especially related to virtual team challenges and solutions; updated and expanded content on trust: what it is, why it is important, and how to repair it when damaged.
- Expanded and refined content on team effectiveness, including new material on the characteristics of high performing teams and how to use conflict to improve teamwork.
- Revised and expanded research and application related to social-loafing (how to prevent and overcome it); updated research and content on team adaptive capacity.
- New Applying OB features on cultivating cohesiveness to improve the function of groups and teams; the benefits of microinternships for both employers and students.
- New OB in Action features on how T-Mobile has changed their customer service approach by working in teams; how conflict and tension can be the key to better teams.
- New end-of-chapter Problem-Solving Application Case on the predicaments that Boeing faces with its 737 Max airliner.

CHAPTER 9

- New content on media richness; social listening; generational differences regarding the role of digital devices and communication expectations and norms; social media and OB.
- New subsection on phubbing (phone snubbing) and FOMO (fear of losing out); new discussion on nondefensive communication.
- New research on media richness, managers' use of empathy; tips on managing e-mail; statistics on social media and OB.
- New OB in Action features on communication transparency at a skin-care company; how empathy is good for business; crowdsourcing success stories at Lego and Frito-Lay.
- New Applying OB feature on how to ace a video job interview.
- New end-of-chapter Problem-Solving Application Case about United Airlines' turbulent communications strategy.
- New Legal/Ethical Challenge on whether social media posts impact the cost of life insurance premiums.

CHAPTER 10

- New section on harassment—what it is and how to prevent it at work.
- New content on functional versus dysfunctional conflict: causes and outcomes; intergroup conflict material; creating the climate for psychological safety; framing negotiation not as a problem or conflict, but instead as a skill, task, or even a game—with the goal of improving your attitude related to negotiation and thus improving the outcomes.
- Revised and updated content related to conflict avoidance, including reasons why people avoid conflict, how to avoid avoiding conflict, and the desired outcomes of conflict management.
- Expanded and updated sections related to work-life conflict, with a new focus on harmony or integration of life's domains, rather than balancing as a goal; modern conflict at work; civility at work, including its forms, prevalence, and costs; programming functional conflict and conflict handling styles; ethics and negotiations.
- New Applying OB features on how to explain your departure from one job while interviewing for another; psychological safety at Google; how to ask for a larger salary or a raise.
- New OB in Action features on dealing with conflict; the battle between two unions involved in the creation of shows and movies.
- New Problem-Solving Application on the Fair Food Program.
- New Problem-Solving Application Case on Facebook's struggles with protection of data and privacy.
- New Legal/Ethical Challenge on arbitration versus litigation.

CHAPTER 11

- New section on artificial intelligence and its increasing use in decision making.
- Expanded discussion of Kahneman's two ways of thinking; updated information on data analytic jobs and majors; new examples for the four types of decision-making styles; new examples of bounded rationality, intuition, big data, analytical decision making, and creativity.

- New data on use of heuristics by physicians; new statistics about use of big data; new research on the importance of creativity and curiosity within organizations.
- New Winning at Work feature about how to practice critical thinking skills for decision making.
- New OB in Action features on improving an airport terminal under bounded rationality; how big data helps advance the health care industry; how shaking up your routine may spark creativity.
- New Problem-Solving Application on how cognitive bias was partly to blame for California's devastating wildfires.
- New end-of-chapter Problem-Solving Application Case on Airbus's decision to cease production of its A380 airliner.
- New Legal/Ethical Challenge on whether college students should be expelled if their parents cheated to get them into school.

CHAPTER 12

- Revised content on common influence tactics, including current and compelling examples of students, #MeToo, and employees; political tactics, highlighting the increasing activism by employees, students, and other groups; political behavior, uncertainty, performance, and change; the tactic of blame and levels of political action; apologies: when and how to use them effectively.
- Updated and expanded research on the five bases of power, with a focus on negative legitimate and referent power.
- New Applying OB features on social media influencers; etiquette in the hiring process; body art in the workplace.
- New OB in Action features on giving tax breaks and other incentives to billion-dollar companies; employee activism; the effects of student activism on companies and corporations.
- New end-of-chapter Problem-Solving Application case on Nike and the Me Too Movement.
- New Legal/Ethical Challenge on companies who impose their leaders' values on employees.

CHAPTER 13

- New section on abusive supervision and what strategies organizations can implement to eliminate such behavior.
- New content on the leadership model developed by Kouzes and Posner; the four ways of creating psychological empowerment; the four behaviors demonstrated by transformational leaders.
- New statistics on why leadership is so important in today's organizations; new research on leadership traits and task and relational leadership; new research about leader-member exchange model of leadership.
- New OB in Action features on how one university used task leadership to help reclaim the national college football championship; abusive leadership at a local pharmacy.
- New Problem-Solving Application on Barnes & Noble's search for a new CEO.
- New end-of-chapter Problem-Solving Application on Elon Musk and his leadership behavior.
- New Legal/Ethical Challenge on whether store managers should force employees to pierce childrens' ears against their wishes.

CHAPTER 14

- Expanded discussion of sustainability as a key driver of organizational success.
- New examples for the three levels of organizational culture; the four cultural types in the competing values framework; the 12 mechanisms to change organizational culture; the three stages of socialization; the career and psychosocial functions of mentoring; how human and social capital enhance the benefits of mentoring.
- Updated research for the three stages of socialization; new illustrations on the importance of organizational culture; new examples of the career and psychosocial functions of mentoring.
- New OB in Action feature about companies that demonstrate sustainability leadership.
- New Problem-Solving Application about Sprouts Farmers Market and its organizational culture.
- New Applying OB feature about key strategies for cultivating a network and mentoring relationship.
- New end-of-chapter Problem-Solving Application Case about the culture clashes at Ford Motor Company.

CHAPTER 15

- New introductory section and illustration that provide an overview of how organizational structure and innovation impact organizational effectiveness.
- Shifted discussion of assessing organizational effectiveness to the end of the chapter to provide a clearer link between implementing organizational design and evaluating its effectiveness using various metrics, including the Balanced Scorecard.
- Updated examples on learning organizations; the seven types of organizational structure; innovation in organizations.
- New research on the effects of open-office design on individual, group, and organizational outcomes; updated research related to learning organizations and innovation in organizations.
- New Problem-Solving Applications about gig workers' growing influence in the labor market; AMD and its struggles to innovate.
- New end-of-chapter Problem-Solving Application Case about one major bookseller and the challenges it faces to stay in business.
- Updated Legal/Ethical Challenge about universities' tax-exempt status and the response from their local communities.

CHAPTER 16

- New section on confronting and effectively overcoming failures at work.
- New material contrasting fatigue versus tiredness and consequences at work; the role and characteristics of change agents; tips on overcoming resistance to change.
- Revised and expanded content on forces for change; updated material on using missions to motivate change; revised content on resistance to change—its causes and how to overcome it; revised content on stress at work, including statistics, causes, and costs.
- Streamlined and updated research and examples related to common models of change; forces for change; managing stress.
- New Winning at Work feature on relocating.
- New OB in Action features on turnover among CEOs; improving lives with shoes.
- New Applying OB features on answering behavioral interview questions; how to rant productively.
- New Problem-Solving Application on the AT&T/Time Warner merger.
- New end-of-chapter Problem-Solving Application Case on the reinvention of Toys R Us.

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