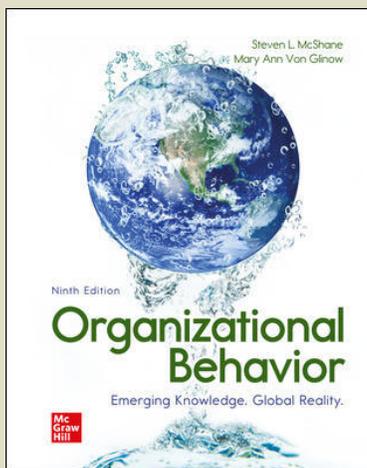


List of Changes



Organizational Behavior 9th Edition

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available in



connect®

Organizational Behavior, Ninth Edition, incorporates numerous improvements, thanks to reviews by dozens of organizational behavior instructors across several countries, along with our regular practice of scanning the diverse literature for new ideas that have gained sufficient evidential support. Together with dozens of conceptual improvements, this edition replaces most examples with new real-world stories that satisfy your criteria of being relevant, recent, and interesting.

Almost all of the chapter-opening case studies are new; only two opening case studies remain from the previous edition, both of which have been substantially updated. Most captioned photos and Global Connections features are new or updated. We have also added dozens of new in-text examples as well as several new case studies and class activities to support the active learning process.

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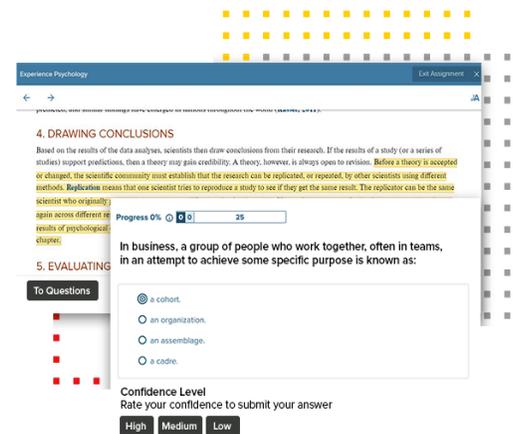
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Chapter by Chapter Changes

- *Chapter 1: Introduction to the Field of Organizational Behavior*—This chapter has been substantially rewritten, updated, and reorganized. Most content in the section on the emerging workplace landscape is new to this edition. That section includes new material on work–life integration, the inclusive workplace, and employment relationships. It also significantly revises the topic of remote work (previously the narrower topic of telecommuting). The sections on the MARS Model of individual behavior and the five types of individual behavior have been moved to this chapter (previously in Chapter 2). The section on the importance of organizational behavior has been expanded, with more details about why OB is important for students and succinctly incorporates key concepts on organizational effectiveness to explain why OB is vital for organizations. The section on OB anchors now includes a fifth anchor on OB’s practical orientation.
- *Chapter 2: Individual Differences: Personality and Values*—Along with its slightly revised title, this edition brings a number of noticeable updates and changes to the chapter. It incorporates the latest knowledge about the dark triad (Machiavellianism, narcissism, and psychopathy) and its relevance to organizational behavior. The previous edition provided a major update on how the five-factor model of personality is associated with various types of workplace behavior. This edition further refines that writing and identifies four caveats when applying the five-factor model in organizations. Also included in this edition is a fourth ethical principle: the ethic of care. We have also moved the topics of MARS Model and types of individual behavior from this chapter to Chapter 1.
- *Chapter 3: Perceiving Ourselves and Others in Organizations*—This book pioneered the full model of self-concept and its relevance to organizational behavior. This edition further refines that discussion, particularly in explaining how people develop self-concept clarity and how self-concept characteristics affect behavior and performance. This chapter also updates writing on perceptual organization and interpretation and intentional discrimination.
- *Chapter 4: Workplace Emotions, Attitudes, and Stress*—This was the first OB book to fully incorporate the concept of emotions in organizational behavior across various topics (perceptions, attitudes, motivation, decisions, etc.). This edition further develops this topic by revising the section on managing emotions and adding recent knowledge about the five strategies that people use to regulate their emotions. This edition also updates the topic of organizational commitment, incorporates normative commitment, and has minor rewriting on managing workplace stress.
- *Chapter 5: Foundations of Employee Motivation*—This edition significantly revises and updates the topics of procedural and interactional justice, including a new exhibit listing the specific rules of these two forms of organizational justice. The characteristics of effective feedback are discussed more fully, including the addition of an exhibit that defines and illustrates each characteristic. The section on drive-based motivation theories has been reorganized to give more emphasis on the recent four-drive theory. This edition also revises the chapter’s opening topic on the meaning of motivation and engagement, including writing on why motivating employees has become more challenging.

- *Chapter 6: Applied Performance Practices*—Along with replacing most examples and updating references, this chapter has a number of subtle changes, notably on motivational job design practices and financial reward practices. It also has a new Debating Point feature.
- *Chapter 7: Decision Making and Creativity*—The previous edition significantly revised this chapter. The current edition provides more subtle improvements. It adds new information about problems that entrepreneurs and others experience when deciding to choose perceived opportunities. It also rewrites and updates information about solution-focused problems, implicit favorites, problems with maximization, and evaluating decision outcomes more effectively.
- *Chapter 8: Team Dynamics*—This edition more explicitly discusses psychological safety as a factor in effective team decision making. The topic of brainstorming also receives more detail, including the fixation/conformity effect in restricting the variety of ideas in brainstorming sessions. The topic of team roles has been noticeably revised. Other topics that benefited from minor rewriting and updating include how teams motivate employees, minimizing social loafing, effectiveness of team building, and remote (virtual) teams.
- *Chapter 9: Communicating in Teams and Organizations*—This is apparently the first OB book to incorporate the four main factors for choosing the best communication channel. This edition further refines that content. It also substantially updates the topic of digital communication, including a new exhibit on the rapidly changing popularity of various digital communication channels and discussion about why these changes are occurring. Social media communication is also more fully defined. Furthermore, this edition more fully delineates and details five common types of communication noise and four strategies to get your message across.
- *Chapter 10: Power and Influence in the Workplace*—The topic of nonsubstitutability as a contingency of power has been rewritten, and the associated topic of personal brand is discussed more fully. The definition of organizational politics is explained in more detail, particularly with reference to recent writing about “positive politics.” Other topics on organizational politics—individual differences and minimizing politics—have been expanded or rewritten.
- *Chapter 11: Conflict and Negotiation in the Workplace*—This edition significantly revises most sections of this chapter, except the negotiation topic, which was substantially revised and updated in the previous edition. Three of the six sources of organizational conflict have been rewritten and updated with new content. The topic of conflict handling contingencies has been revised, and now includes the factor of maintaining harmony. Also revised and updated is the topic of reducing conflict by improving communication and mutual understanding, including new content on the intergroup mirroring intervention. This edition provides new content on strategies to minimize relationship conflict during task conflict. A new Debating Point feature has also been added around that topic. In addition, this edition includes minor revision or updating on the problems with conflict, intrapersonal versus interpersonal conflict, the conflict process model, the forcing conflict handling style, and ways to reduce differentiation.

- *Chapter 12: Leadership in Organizational Settings*—The most significant change in this chapter is that it re-organizes and revises the managerial leadership section, including the removal of a couple of older topics. Other changes to this chapter are more subtle writing refinements on communicating the vision, charismatic leadership, managerial leadership, and servant leadership.
- *Chapter 13: Designing Organizational Structures*—The most noticeable revision in this chapter is the updated discussion on the potential problems with organizational structures that are too tall or too flat. This edition also provides more detail about concurrent engineering as an informal communication coordinating mechanism. The mechanistic-organic structures exhibit has been revised for better clarity and style. The types of divisional structure exhibit has also been revised with new company examples. This edition also includes a new Debate Point feature.
- *Chapter 14: Organizational Culture*—This chapter includes several minor revisions and updates, particularly regarding the topic of espoused versus enacted values, the meaning of a strong organizational culture, the alignment of culture with its environment, organizational culture and business ethics, and merging organizational cultures.
- *Chapter 15: Organizational Change*—This chapter has relatively minor changes from the previous edition. It tweaks some writing on viral change through social networks as well as on appreciative inquiry.

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