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 was also 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.

Robert Kreitner, PhD, is a Professor Emeritus of Management at Arizona State University. Prior to joining ASU in 1975, Bob taught at Western Illinois University. He also has taught organizational behaviour at the American Graduate School of International Management (Thunderbird). Bob is a popular speaker who has addressed a diverse array of audiences worldwide on management topics. He is a member of ASU’s W P Carey School of Business Faculty Hall of Fame. Bob has authored articles for journals such as *Organizational Dynamics, Business Horizons*, and *Journal of Business Ethics*. He also is the co-author (with Fred Luthans) of the award-winning book *Organizational Behavior Modification and Beyond: An Operant and Social Learning Approach*, and the author of *Management*, 9th edition, a bestselling introductory management text.

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.

On the personal side, Bob was born in Buffalo, NY. After a four-year enlistment in the US Coast Guard, including service on the icebreaker Eastwind in Antarctica, Bob attended the University of Nebraska-Omaha on a football scholarship. Bob also holds an MBA from the University of Nebraska-Omaha and a PhD from the University of Nebraska-Lincoln. While working on his PhD in Business at Nebraska, he spent six months teaching management courses for the University in Micronesia. In 1996, Bob taught two courses in Albania’s first-ever MBA program (funded by the US Agency for International Development and administered by the University of Nebraska-Lincoln). He taught a summer leadership program in Switzerland from 1995 to 1998. Bob and his wife, Margaret, live in Phoenix with their two cats and a pet Starling, and they enjoy travel, hiking, woodcarving, and fishing.

Nina Cole is Associate Professor of Organizational Behaviour and Human Resources Management at Ryerson University in Toronto.

Prior to her academic career, she spent 12 years in the business world—eight years as a human resources management consultant and four years as a human resources manager. The last 17 years have been spent as an academic, teaching and conducting research in human resources management and organizational behaviour.

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, instructive 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

1. Define perception and describe the four-stage model of social perception. Perception is a cognitive process that enables us to interpret and understand our surroundings. Social perception, also known as social cognition, is a four-stage process. The four stages are selective attention, comprehension, encoding, and simplification, storage and retention, and retrieval and response. During social cognition, salient stimuli are assigned to cognitive categories and stored in long-term memory.

2. What type of convergence does your company use, and what strategies does it use to achieve convergence?

3. What is your company's approach to managing diversity, and how does it contribute to the organization's overall success?

4. Describe the attitude called "job satisfaction" and explain its relationship to job motivation, organizational commitment, and job performance. Job satisfaction is an attitude concerning one's job, whereby one feels either favorably or unfavorably disposed to it or her job. Job satisfaction has a moderate positive correlation with work motivation, a strong positive correlation with organizational commitment, and a weak positive correlation with job performance. Differences between positive and negative attitudes.

Key Terms

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

Discussion Questions

1. Why is it important for managers to have a working knowledge of perception and attribution?

2. Which type of convergence does your company use, and what strategies does it use to achieve convergence?

3. How does your organization encourage employee satisfaction and loyalty?

4. What evidence of the self-serving bias have you observed lately?

5. On a scale of 1 (low) to 10 (high), how would you rate yourself on the Big Five personality dimensions? Is your profile suitable for a managerial position?

6. How would you react to the following statement? "Whenever possible, managers should hire people with an external locus of control."

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.

Internet Exercises

Closed-list brainstorming sessions are conducted by individuals and groups within organizations. In addition to the brainstorming guidelines provided in the chapter, there are different techniques that can be used to enhance individual and group creativity while brainstorming. Go to the OLC to complete an exercise on creative techniques that can be used to enhance creative idea generation, and to complete two creativity puzzles.

The Canadian Centre for Ethics and Corporate Policy has created a code of ethics for Canadian companies doing business internationally. Go to the OLC to review this code and consider its implications.
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.

- **Power Point® Presentations.** The PowerPoint Presentations, available on the Instructor’s Resource CD-ROM and the Online Learning Centre, feature approximately 15–20 slides per chapter, making note taking easier for all your students.

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](http://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.

**Primis Online**

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.

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(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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Fundamentals of ORGANIZATIONAL BEHAVIOUR

Key Concepts, Skills, and Best Practices
SECOND CANADIAN EDITION