

# Organizational Behavior



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Delivering what we抳e come to expect from this author team, McShane/Von Glinow 5e helps everyone make sense of OB, and provides the conceptual tools to work more effectively in the workplace.

In their new Fifth Edition, McShane and Von Glinow continue the trailblazing innovations that made previous editions of Organizational Behavior recognized and adopted by the new generation of organizational behavior (OB) instructors.

McShane and Von Glinow 5e is acclaimed for:

Readability, presentation of current knowledge

Strong International/Global orientation

Contemporary Theory Foundation (without the jargon)

Active Learning and Critical Thinking Support

Textbook philosophy-OB knowledge is for everyone, not just traditional managers.

Reality is that everyone: sales representatives, production employees, physicians needs OB knowledge to successfully thrive in and around organizations. The authors' ability to engage students by introducing cutting edge OB topics while providing relevancy to OB concepts through the linking theory with reality approach, is the reason OB 5e remains unparalleled in its ability to engage students. Hundreds of fascinating real-life stories captured from around the world, linking Theory with Reality remains one of the textbook's key, hearty features. The first to bring OB cutting edge topics, OB 5e continues introducing students to the present and future context of emerging workplace realities: social networks and virtual teams replacing committee meetings, knowledge replacing infrastructure, values and self-leadership replacing command-and-control management; companies looking for employees with emotional intelligence and team competencies, not just technical smarts. Diversity and globalization have become challenges as well as competitive opportunities for organizations. Coworkers aren't just down the hall; they're at the other end of an Internet connection located around the world, and much, much, more.

New to this edition

15 chapters replace the previous 17. To accommodate the needs of instructors, the fifteen chapter text emulates the number of weeks in a typical OB course.

Chapter one, substantially revised and updated, introduces four perspectives of organizational effectiveness (the ultimate dependent variable in OB), providing students with an excellent macro-OB foundation for topics throughout the text.

Topic of workforce diversity digs deeper distinguishing surface from deep-level diversity.

New knowledge about self-concept, including the main components (self-enhancement, self-verification, self-evaluation, and social identity) and their relevance to OB.

Rewritten and expanded discussion of personality in line with the topic's increasing importance in OB.

The MARS Model includes a fuller conceptual background.

Updated section on selective attention, organization, and interpretation based on the rapidly developing research on Perception and Learning in Organization.

Introduces the increasingly popular concept of global mindset in the context of perception and learning.

Now incorporates the topic of stress in chapter four, which is closely related to workplace emotions.

Introduces work events in job satisfaction.

McShane/Von Glinow, the first to discuss employee engagement in an OB text, moves the topic to chapter five, Foundations of Employee Motivation.

Distinguishes drives from needs and explains how drives and emotions are the prime

movers of human motivation.

Describes Maslow's contribution to the field of human motivation.

As the first author team to introduce four-drive theory in an OB text, this edition further refines the description of that model and its practical implications.

Introduces strengths-based feedback: the positive organizational behavior concept and practice.

Adds emerging information about the situational and personal influences on self-leadership.

Introduces three of the decision heuristic biases discovered and popularized by Kahneman and Tversky.

Chapter 8 combines the two chapters on teams found in previous editions.

Introduces information on the competencies of effective team members, revises the writing on self-directed and virtual teams, and provides emerging knowledge about two key processes in team development: team identity and team competence.

New knowledge includes the topics of multi-communicating, social acceptance as a contingency in the selection of communication channels, conditions that offset the effects of media richness, and four factors that influence the effectiveness of the communication (i.e. encoding and decoding) process.

Separate section on the consequences of power is found in chapter 10.

More detailed look at the contingencies of conflict handling.

Revises and update the development of thinking about whether conflict is good or bad.

Competency perspective of leadership has been rewritten to incorporate new information about personality, self-concept, practical intelligence, and other specific competencies.

Describes the globally integrated enterprise in the section on forms of departmentalization.

More specifically critiques the integration perspective of organization culture by referring to the alternative differentiation and fragmentation views of Organizational Culture.

New section on large group interventions as a distinct fourth approach to organizational change.

Videos: Three new programs have been added, creating a dozen excellent videos including the following that will instantly be recognize and likely cherished in the classroom:

empowerment and culture at SEMCO

a realistic job preview of work on board a National Geographic expedition/cruise ship (Lindblad Expeditions)

Best Buy's results-only work environment (ROWE)

All three videos are excellent time lengths for most classes (13 minutes for SEMCO; 6 minutes for Lindblad; 3 minutes for Best Buy). All three have corresponding photo captions in the book. Of course, all videos come with in-text summary and discussion questions, as well as separate teaching notes for instructors.

New cases: Several cases are new to this book and are written by organizational behavior instructors around the world. Others, such as Arctic mining consultants and treetop Forest Products, are classics that have withstood the test of time.

New opening vignettes, captioned photos, and other examples liberally inserted throughout the book to provide more engaging reading and strengthen the theory-practice link.

## Features

Steven McShane is the author of Canadian Organizational Behaviour, 7th Ed. (2009), one of Canada's best-selling OB textbooks. Steve McShane also co-authors (with Tony Travaglione) Organizational Behaviour on the Pacific Rim, 2e (2007) which has become the best selling OB text in Australia and New Zealand. Mary Ann Von Glinow is a past president of the Academy of Management and teaches at Florida International University. Steve McShane is a past president of the Canadian equivalent (Administrative Sciences Association of Canada) and currently teaches in Perth, Singapore, and Manila for the University of Western Australia. Both authors have extensive experience teaching and consulting outside the U.S and bring a global perspective to the OB course.

All ancillaries are authored by Steve McShane, ensuring the highest quality and reliability of each and every piece of this superlative teaching package.

End-of-Chapter Short Cases and Comprehensive Cases ?This textbook has become a popular source for both short and comprehensive cases. Short cases appear at the end of each chapter to help students diagnose organizational issues using OB concepts from the chapter. More comprehensive cases also appear in the Additional Cases?section of the book.

Learning objectives have been developed and inserted at specific break points within each chapter to help guide students more precisely through the content.

Self-Assessment Exercises ?This book offers at least three dozen self-assessments, including at least one in each chapter and others on student CD (all with an overview in the textbook!). These instruments allow students to diagnose their attitudes, personality, values, and beliefs on a variety of organizational behavior concepts.

Team /Experiential exercises found in each chapter ?These entertaining and informative activities help students to experience OB concepts, rather than just read about them. McShane and Von Glinow offer one or more exercises in each chapter.

Captioned photos ?Every chapter has eye-catching photos with detailed captions, mostly about specific companies, These captioned photos, as well as the opening

vignette to each chapter and lengthier examples called **Connections** that appear in most chapters, make the concepts more interesting and meaningful for students.

**Business Week Cases** ?These cases (found at the end of each chapter) encourage students to use organizational behavior knowledge as a tool to diagnose and solve organizational problems. They also relate chapter concepts to the dynamic world of business. Students see OB concepts at work in a variety of organizational settings, from spectacular successes to spectacular failures. Each Business Week case includes a set of discussion questions. Example: In **Chapter Enron: The Ideal Corporation?**(Chapter 2), students examine ways to improve ethical values and practices among business leaders. The full case can be found on the OLC.

McShane and Von Glinow continue to support you in testing AACSB learning outcomes unlike any other OB text on the market. Revised by Floyd Ormsbee, Clarkson University, and Steve McShane, the Test Bank has been tagged for (1) textual feature (e.g. Opening Vignettes, Learning Objectives, Connections Boxes, Exhibits, etc.), (2) AACSB guidelines (Categories include Global, Ethics and Social Responsibility, Legal and other External Environment, Communication, Diversity, Group Dynamics, Individual Dynamics, Production, and IT), (3) Bloom's Taxonomy (Knowledge (Recall), Comprehension, Application, Analysis, Synthesis and Evaluation). These tags provide schools with a way to sort test questions by the various standards and create reports to provide assurance that they are including the recommended learning experiences in their curricula.

The WebCT/Blackboard/eCollege cartridge content contains over three dozen self-assessment exercises, interactive exercises, chapter quizzes, and video material can be found. These interactivities help the students' connection to the field of organizational behavior be more personal and immediate through interesting self-assessments that cover such areas as leadership, listening skills, and the type of company in which they would prefer to work.

## Supplements

Organizational Behavior Video DVD, Volume 1

IRCD

OLC

Video DVD for Organizational Behavior

Premium Content Card t/a Organizational Behavior

## 作者介绍:

Steven L. McShane is Professor of Management in the Graduate School of Management at the University of Western Australia (UWA). Steve has also taught in the business facilities at Simon Fraser University and Queen's University in Canada. He is a past president of the Administrative Sciences Association of Canada. Steve earned his Ph.D. from Michigan State University, a Master of Industrial Relations from the University of Toronto, and an undergraduate degree from Queen's University in Kingston. He receives high teaching ratings from MBA and doctoral students both in Perth, Australia, and in Singapore, where he teaches senior officers in the Singapore Armed Forces.

Steve is also the co-author with Professor Mary Anne Von Glinow of Organizational Behaviour: Emerging Realities for the Workplace Revolution, 2nd edition (2003), McGraw-Hill's highly successful American adaptation of this text. He is co-author with Professor Tony Travaglione of Organisational Behaviour on the Pacific Rim (2003), McGraw-Hill's most recent organizational behaviour book published in that region. Steve has published several dozen articles and conference papers on the socialization of new employees, gender bias in job evaluation, wrongful dismissal, media bias in business magazines, and other diverse issues. Along with teaching and writing, Steve enjoys spending his leisure time swimming, bodysurfing, canoeing, skiing, and travelling with his wife and two daughters.

目录: Contents

PART 1 INTRODUCTION

1 Introduction to the Field of Organizational Behavior

PART 2: INDIVIDUAL BEHAVIOR AND PROCESSES

2 Individual Behavior, Personality, and Values

3 Perception and Learning in Organizations

4 Workplace Emotions, Attitudes, and Stress

5 Foundations of Employee Motivation

6 Applied Performance Practices

7 Decision Making and Creativity

PART 3: TEAM PROCESSES

8 Team Dynamics

9 Communicating in Teams and Organizations

10 Power and Influence in the Workplace

11 Conflict and Negotiation in the Workplace

12 Leadership in Organizational Settings

PART 4: ORGANIZATIONAL PROCESSES

13 Organizational Structure

14 Organizational Culture

15 Organizational Change

Appendix A: Theory Building and Systematic Research Methods

Appendix B: Scoring Keys for Self-Assessment Activities

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标签

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评论

A lot of updated examples; The presentation of concepts is not as organized as expected.

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