



Fundamentals of Organizational Behaviour

FIFTH CANADIAN
EDITION

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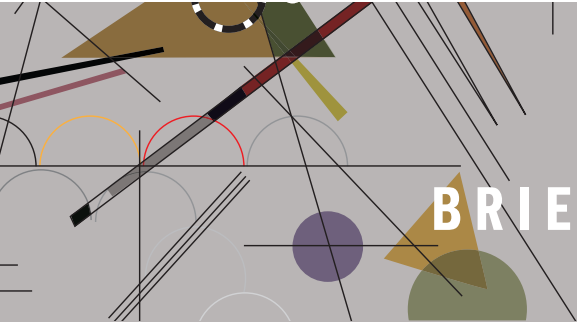
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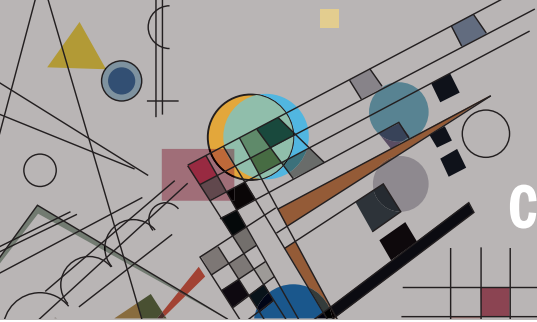
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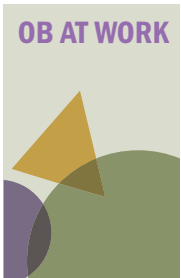


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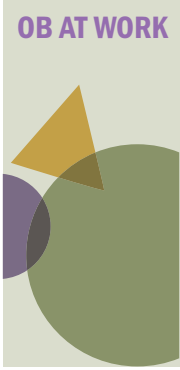
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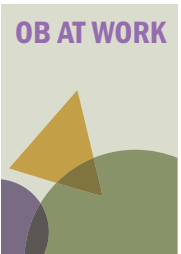
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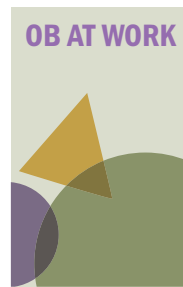
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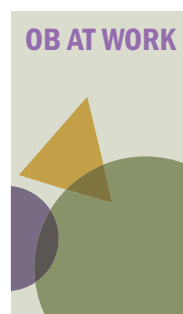


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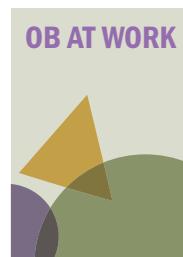
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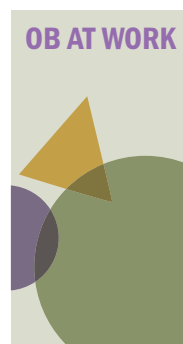
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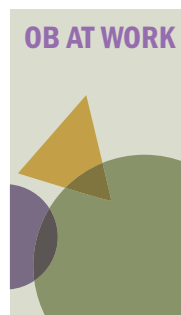
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Welcome to the fifth Canadian edition of *Fundamentals of Organizational Behaviour*. From its first edition, this text has enjoyed widespread acclaim across the country for its rich Canadian content and its emphasis on the material's relevance beyond a "9-to-5" job.

Fundamentals of Organizational Behaviour continues to be a vibrant and relevant text because it is truly a Canadian product with an abundance of examples and research from the Canadian workplace. It has retained the features of the previous edition that instructors say that they like, and there is also a great deal that is new.

Pedagogical Approach in Writing the Textbook

- *Relevance.* This textbook was the first to emphasize that OB is for anyone who has to interact with others to accomplish a task—in other words, OB is for everyone, from the bottom-rung employee to the CEO, and even for activities outside the workplace. We continue to emphasize this theme throughout this edition. For instance, each chapter includes a summary of the implications of chapter concepts for the workplace, while **OB for You** provides applications for individuals in their daily lives. In addition, the feature **OB in the Street**, clearly demonstrates how OB applies outside of the workplace.
- *Writing style.* Clarity and readability are the hallmarks of this text. Our reviewers find the text "interesting," "student-friendly," and "very clear." Students say that they really enjoy the text's informal style and personal examples.
- *Examples, examples, examples.* From our teaching experience, we know that while students may have trouble remembering a concept, they will remember an example. This textbook is packed full of recent real-world examples drawn from a variety of organizations: business and nonprofit, large and small, and local and international. We also use examples taken from the world at large, to illustrate the broader applicability of OB material.
- *Comprehensive literature coverage.* This textbook is regularly singled out for its comprehensive and up-to-date coverage of OB from both academic journals as well as business periodicals.
- *Skill-building emphasis.* At the end of each chapter is the **OB at Work** section, which is full of exercises to help students make the connections between theories and real-world applications. Exercises at the end of each chapter reinforce critical thinking, behavioural analysis, and team building.

Highlights of the Fifth Edition

Conceived as a "break out" revision, this edition has been designed to evolve with today's students. As such, the authors made a concerted effort to update every dimension of the book—from the interior design, through the new chapter-opening vignettes, to updated theory coverage, to the new **The Big Idea** margin features, and the continued emphasis on providing the latest research findings. In this edition, we have

- Updated the chapter vignettes to reflect companies and individuals relevant to today's students.

xii Preface

- Added **The Big Idea** and **Lessons Learned** margin features. **The Big Idea** margin note in each chapter opener provides a big picture view of the upcoming chapter topic. At the end of each chapter, a **Lessons Learned** margin note provides a brief recap of key chapter takeaways.
- Built in barcodes at the end of each chapter to allow students to download a free ScanLife application to their smartphones. With this app, students can interact with Pearson Canada's "Study on the Go" online content, including popular study tools such as Glossary Flashcards, Audio Summaries, and Quizzes.
- Overhauled the boxed features as well as the examples and research referenced in the text extensively to ensure that the fifth edition reflects the ever-changing world of OB in Canada.

Chapter-by-Chapter Highlights: What's New

Each and every aspect of the book was thoroughly updated for the fifth edition. Each chapter offers new examples, new cutting-edge research, improved discussions of current issues, and a wide variety of application material. The key *changes* are listed below.

Chapter 1: What Is Organizational Behaviour?

- Kicked off the chapter with a new *Opening Vignette* that introduces Yellow House Events (Toronto, Ontario) and some of the OB-related challenges faced by its founder
- Expanded the discussion of the importance of interpersonal skills
- Incorporated a new *OB in the Workplace* box: Habañero's Employees Help Set Policies
- Addressed the importance of customer service
- Expanded discussion of the importance of fostering innovation and change in organizations
- Established a new *Ethical Dilemma Exercise* about misrepresentation and withholding information in business ("Lying in Business")
- Offered a new suggested book list on leadership in *Point/Counterpoint*
- Revised *Case Incident* "How a UPS Manager Cut Turnover"
- Revised the following glossary definitions: job satisfaction, ethical dilemmas, and ethical choices

Chapter 2: Perception, Personality, and Emotions

- Revised the *Opening Vignette*, which describes perceptions of Walmart Canada and ties into the chapter subject (how our perceptions, personalities, and emotions affect our behaviour)
- Updated the *Focus on Diversity* box to discuss what types of questions employers can ask about a person's mental health history (see "Law Society's Questions About Mental Health Challenged")
- Expanded the description of the Big Five Personality Model
- Discussed a 2011 study on narcissism and how it affects organizational behaviour
- Added a new *OB in the Street* box on how perceived emotions can affect relationships (see "How Perception Causes Fights in Relationships")

- Presented a new *Case Incident* that examines negative emotions in the workplace (see “The Upside of Anger?”)
- Revised the following glossary definition: affect

Chapter 3: Values, Attitudes, and Their Effects in the Workplace

- Set the stage for the chapter by including a new *Opening Vignette* about casino operator SaskGaming (Saskatchewan). The vignette explores the relationship between organizational values and attitudes and the impact of those aspects on workplace diversity
- Added a new *OB in the Street* box on whether lapses in ethics outside of work should affect a person’s day job (see “Stanley Cup Rioting Leads to Employee Firing”)
- Incorporated a new *OB in the Workplace* box on diversity and values in the nonprofit sector (see “The Nonprofit Sector Looks to Diversify Its Workforce”)
- Updated the section on generational differences
- Offered a new *Case Incident* that examines job satisfaction as a state of mind (see “Thinking Your Way to a Better Job”)
- Added/updated glossary definitions: value system, collectivism, core self-evaluation, job involvement, affective commitment, normative commitment, and continuance commitment

OB on the Edge: Stress at Work

- Provided new research findings on the effects of stress on job performance
- Featured statistics describing stress levels by province and gender (see “Stressed Quite a Lot, 2010”)
- Incorporated new research on the physiological symptoms of stress
- Expanded the section on “role stress” and physical and mental wellness programs
- Updated the box offering tips for how to reduce stress in the workplace (see “Toward Less Stressful Work”)

Chapter 4: Motivating Self and Others

- Included a new *Opening Vignette* that discusses the success of figure skater Patrick Chan and explores what motivates him to continue skating and participating in competitions
- Incorporated a new figure exploring Maslow’s Hierarchy of Needs as applied to the workplace (see Exhibit 4-1: “Maslow’s Hierarchy of Needs Applied to the Workplace”)
- Revised and expanded the section on McClelland’s theory of needs
- Created a new section on the importance of providing performance feedback, including tips on how to do so effectively (see “OB in Action: Giving More Effective Feedback”)
- Introduced a new *OB in the Workplace* box that examines the benefits of results-only work environments (see “Results-Only Work Environments”)
- Revised the *Research Findings* section on inequitable pay
- Presented new research findings on extrinsic vs. intrinsic rewards

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- Updated the *Point/Counterpoint* feature on the subject of failure (see “Praise Motivates!/Praise Is Highly Overrated”)
- Added/revised glossary definitions: motivation, hierarchy of needs, lower-order needs, self-actualization, higher-order needs, and goal-setting theory

Chapter 5: Working in Teams

- Introduced Cirque du Soleil (Montreal, Quebec) and its recipe for successful teamwork in the new *Opening Vignette*
- Updated discussion of “Roles” and “Diversity”
- Included new facts and findings in the *Point/Counterpoint* feature (see “Sports Teams Are Good Models for Workplace Teams/Sports Teams Are Not the Model for All Teams”)
- Explored how Toyota integrates teamwork as one of its core values in the new *Case Incident* (see “Toyota’s Team Culture”)
- Added the following new glossary definition: mental models

Chapter 6: Communication, Conflict, and Negotiation

- Opened the chapter with a new story that explores the communication plan developed by the Toronto Leaside Girls Hockey Association to win more ice time for practice
- Presented a new *OB in the Workplace* box that describes how the selection of an inappropriate communication channel can have disastrous effects (see “Some Emails Should Be Left Unsent”)
- Expanded the section on barriers to effective communication to discuss language, silence, and nonverbal communication
- Described the time-consuming nature of email and offered strategies for keeping the volume of email under control
- Explored how new technologies like social networking, blogs, and Twitter affect the workplace
- Included a new *OB in the Workplace* box that describes how one RCMP officer was disciplined for his Facebook posts (see “An RCMP Officer’s Facebook Posts Land Him in Trouble”)
- Added the following glossary definitions: formal channels, informal channels, and blog

Chapter 7: Power and Politics

- Introduced a new *Opening Vignette* that explores a Tim Hortons franchise that brought a class-action lawsuit against the company, arguing abuse of power by senior management
- Updated opening definition of power
- Revised the section on workplace harassment to include new research findings about sexual harassment
- Established a new *Case Incident* that discusses the changing attitudes toward dress codes and the impact of dress on image management (see “Dressing for Success”)

OB on the Edge: The Toxic Workplace

- Introduced a new *Opening Vignette* that tells the story of one person's poor workplace behaviour (in this case, that of a BC Lions football player) and how the situation was handled by the manager (the team coach)
- Added a new section on workplace bullying
- Presented two new *Fact Boxes*: one lists the possible negative effects associated with the experience of rudeness in the workplace, and the other presents statistics revealing the frequency of some inappropriate management behaviours
- Featured a new box that lists the behaviours commonly associated with poor managers (see "Do You Have a Bad Boss?")
- Included a box with tips for how to deal with a toxic manager (see "How to Deal with a Toxic Boss")
- Included a box that lists the typical characteristics of a toxic organization (see "What Does a Toxic Organization Look Like?")

Chapter 8: Leadership

- Introduced a new *Opening Vignette* that discusses Lieutenant Colonel Maryse Carmichael, who was recently appointed the first female Commanding Officer (CO) of Canada's Snowbirds, and explores the factors that affect one's ability to lead and inspire others
- Updated the discussion of Situational Leadership®
- Integrated new research findings on path-goal theory
- Added a new *Research Findings* box: "Transformational leadership" addresses the strengths and weaknesses of this leadership approach
- Expanded the discussion of the effectiveness of formal and informal mentoring
- Expanded the discussion of transformational and charismatic leadership
- Questioned whether the ends justify a leader's ethically ambiguous means in a new *Ethical Dilemma Exercise* (see "Do the Ends Justify the Means?")
- Added a new *Case Incident* "Moving from Colleague to Supervisor"
- Added/revised glossary definitions: charismatic leadership theory, trait theories of leadership, identification-based trust, and vision

Chapter 9: Decision Making, Creativity, and Ethics

- Introduced a new *Opening Vignette* exploring the value-based business decisions of the founders of Kicking Horse Coffee, a fair trade coffee company
- Revised the explanations of "bounded rationality" and "satisficing" as applied to decision making
- Included a new *OB in the Street* box that explores whether intuition can help you win at chess (see "Intuition Comes to the Chess Board")
- Addressed the topic of risk aversion and its implications on decision making
- Added a new *OB in the Street* box to exemplify the implications of groupthink among market analysts (see "Groupthink among Analysts")

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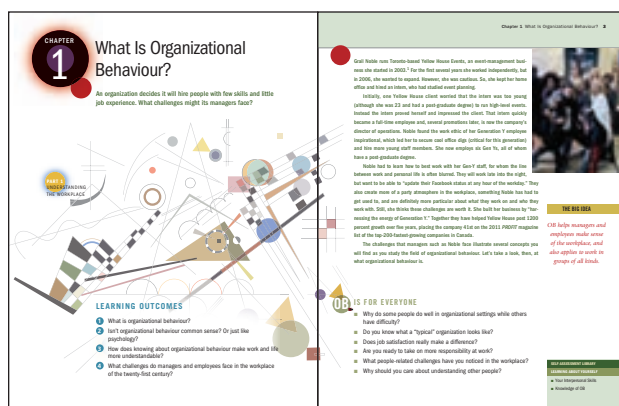
- Described in an *OB in the Workplace* box the Canadian army's written code of ethics, which underscores the need for ethical behaviour in warfare (see "Ethics and the Army")
- Presented a new *Point/Counterpoint* section that weighs action against inaction (see "When in Doubt, Do!/Wait! Not so Fast")
- Added a new glossary definition: risk aversion

Chapter 10: Organizational Culture and Change

- Updated the *Opening Vignette*, which discusses the strong organizational culture created by the co-founders of the successful Boston Pizza franchise
- Listed the seven primary characteristics that capture the essence of an organization's culture
- Included a new "Culture Creates Climate" section that discusses how an organization's culture creates a climate (shared perceptions of environment) that affects an individual's job satisfaction, involvement, commitment, and motivation
- Added a new *OB in the Workplace* box to address what can happen when employees do not buy into their organization's culture (see "Making Culture Work")
- Included a new *OB in the Workplace* box: "The NRC Changes Its Research Focus to 'Market Drivers'"
- Added a new *OB in Action* box: "How to Speed Up the Pace of Change"
- Explored the concept of the "5S" principles and how they are incorporated into organizational culture in the new *Case Incident* (see "Is a 5S Culture for You?")
- Revised the following glossary definition: organizational climate

Pedagogical Features

This textbook offers the most complete assortment of pedagogy available for any OB book on the market.



- The text is developed in a "story-line" format that emphasizes how the topics fit together. Each chapter opens with a list of learning outcomes related to a main example that threads through the chapter. The opening vignette is carried throughout the chapter to help students apply a real-life example to the concepts they are learning. The learning outcome questions appear in the margin of the text, to indicate where they are addressed. The opening questions are repeated and answered at the end of each chapter to summarize the chapter content.

- **OB Is for Everyone** in the chapter-opener highlights the integrated questions that students will encounter throughout each chapter (in the form of margin notes). Right from the start, these questions encourage students to think about how OB applies to everyday lives.

- Does an Incentive** **Bad Bosses Everywhere**
- Doesn't leadership come naturally?** Although much is expected of leaders, what's surprising is how rarely they seem to meet the most basic demands of effectiveness. A recent study of 700 employees revealed that many before their superiors don't give credit where it's due, gush about their subordinates' best ideas, or tell them they're doing well. "The situation is so bad that for some employees, the study's lead author says, "They don't leave their company; they leave their boss."

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~~installed, your phone will scan the code and link to a website containing Pearson's Study on the Go content, including the popular study tools Glossary Flashcards, Audio Summaries, and Quizzes, which can be accessed anytime.~~

~~ScanLife~~ ~~www.getscanlife.com~~

~~NeoReader~~ ~~<http://get.neoreader.com>~~

~~QuickMark~~ ~~www.quickmark.com.tw/~~

- **OB on the Edge** (which appears at the close of parts one and three) takes a close look at two of the hottest topics in the field: work-related stress, and the behavioural pathologies that can make an organization "toxic." Since this is a stand-alone feature, these topics can be introduced at the instructor's discretion.

Supplements

We have created an outstanding supplements package for *Fundamentals of Organizational Behaviour*, fifth Canadian edition. In particular, we have provided access to MyManagementLab, an online study tool for students and an online homework and assessment tool for faculty. An access code to MyManagementLab at www.pearsoned.ca/mymanagementlab is included with this textbook. MyManagementLab provides students with an assortment of tools to help enrich and expedite learning. It lets students assess their understanding through auto-graded tests and assignments, develop a personalized study plan to address areas of weakness, and practise a variety of learning tools to master organizational behaviour principles. Some of these tools are described below:

- **Auto-Graded Tests and Assignments.** MyManagementLab comes with diagnostic tests to help students identify the areas they have not fully understood. These sample tests generate a personalized study plan. Instructors can also assign these sample tests or create assignments, quizzes, or tests using a mix of publisher-supplied content and their own custom exercises. MyManagementLab also includes an "OB MiniCase" (with questions) for each chapter, and "Talking OB" activities for each part.
- **Personalized Study Plan.** In MyManagementLab, students are treated as individuals with specific learning needs. Students have limited study time so it is important for them to study as effectively as possible. A personalized study plan is generated from each student's results on sample tests and instructor assignments. Students can clearly see the topics they have mastered—and, more importantly, the concepts they need to work on.
- **PowerPoint Slides.** This tool provides students with highlights and visuals of key concepts.
- **Glossary Flashcards.** This study aid is useful for students' review of key concepts.
- **eBook+.** Students can study without leaving the online environment. They can access the eText online, including animated text figures prepared by Cathy Heyland (Selkirk College).
- **Self-Assessment Library.** The Self-Assessment Library helps students create a skills portfolio. It is an interactive library containing behavioural questionnaires that help students discover things about themselves, their attitudes, and their personal strengths and weaknesses. Learning more about themselves gives students interesting insights into how they might behave in an organizational setting and motivates them to learn more about OB theories and practices that they can apply today and in the future.

- *HR Implications*. This feature spotlights those facets of each chapter topic that are relevant to human resource management.
- *Research Navigator*. Research navigator helps students quickly and efficiently make the most of their research time by providing four exclusive databases of reliable source content including the EBSCO Academic Journal and Abstract Database, New York Times Search by Subject Archive, “Best of the Web” Link Library, and Financial Times Article Archive and Company Financials.

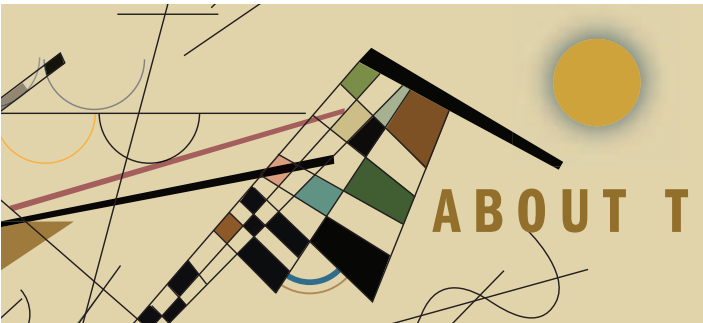
The following materials are available for instructors:

- *Instructor’s Resource Manual with Video Guide*. The Instructor’s Manual includes learning objectives, chapter outlines and synopses, video cases, annotated lecture outlines, teaching guides for in-text exercises, a summary and analysis of **Point/Counterpoint** features, and answers to questions found under **OB at Work’s For Review** and *For Critical Thinking* sections, and **Case Incidents**. There are additional cases, exercises, and teaching materials as well.
- *MyTest* from Pearson Canada is a powerful assessment generation program that helps instructors easily create and print quizzes, tests, exams, as well as homework or practice handouts. Questions and tests can all be authored online, allowing instructors ultimate flexibility and the ability to efficiently manage assessments at any time, from anywhere. MyTest for the fifth Canadian edition of *Fundamentals of Organizational Behaviour* includes 1000 questions in MyTest format, including multiple choice, true/false, and essay questions. These questions are also available in Microsoft Word format and can be downloaded from a password-protected section of Pearson Canada’s online catalogue (www.pearsoned.ca/highered).
- *Pearson Canada Video Library*. Pearson Canada has developed an exciting video package consisting of segments from CBC programs and from Prentice Hall’s Video Library for Management and Organizational Behaviour. These segments show students issues of organizational behaviour as they affect real individuals and companies. Teaching notes are provided in the Instructor’s Resource Manual with Video Guide. The videos are available in DVD (0-13-315372-X) format.
- *Image Gallery*. This package provides instructors with images to enhance their teaching. Most of these instructor supplements are available for download from a password-protected section of Pearson Canada’s online catalogue (<http://www.vig.pearsoned.ca>). Navigate to your textbook’s catalogue page to view a list of those supplements that are available. See your local sales representative for details and access.
- *Innovative Solutions Team*. Pearson’s Innovative Solutions Team works with faculty and campus course designers to ensure that Pearson technology products, assessment tools, and online course materials are tailored to meet your specific needs. This highly qualified team is dedicated to helping schools take full advantage of a wide range of educational technology, by assisting in the integration of a variety of instructional materials and media formats.
- *CourseSmart for Instructors*. CourseSmart goes beyond traditional expectations—providing instant, online access to the textbooks and course materials you need at a lower cost for students. And even as students save money, you can save time and hassle with a digital eTextbook that allows you to search for the most relevant content at the very moment you need it. Whether it’s evaluating textbooks or creating lecture notes to help students with difficult concepts, CourseSmart can make life a little easier. See how when you visit www.coursesmart.com.

Acknowledgments

A number of people worked hard to give this fifth Canadian edition of *Fundamentals of Organizational Behaviour* a fresh look. I received incredible support for this project from a variety of people at Pearson Canada. Nick Durie, Senior Acquisitions Editor, Mary Wat, Developmental Editor, and Andrea Falkenberg, Project Manager, worked hard to keep this project on track. Anthony Leung, Senior Designer, was responsible for the beautiful interior and cover design. Steve O'Hearn, President of Higher Education, and Gary Bennett, Vice President, Editorial Director of Higher Education, were extremely supportive on the management side of Pearson Canada. This kind of support makes it much easier for an author to get work done and meet dreams and goals.

There are a variety of other people at Pearson who also had a hand in making sure that the manuscript would be transformed into this book and then delivered to you. To all of them I extend my thanks for jobs well done. The Pearson sales team is an exceptional group, and I know they will do everything possible to make this book successful. I continue to appreciate and value their support and interaction. Claudia Forgas was the Production Editor and Copyeditor for the project and continues to amaze for how well she makes sure everything is in place and written clearly. Claudia provided a wealth of support, great ideas, and goodwill throughout the production process. Turning the manuscript into the textbook you hold in your hands could not have happened without her inspired leadership. I am grateful for the opportunity to work with her again. Kelli Howey, as the proofreader, was extremely diligent about checking for consistency throughout the text. Both performed a number of helpful fact-checking activities. Their keen eyes helped to make these pages as clean as they are. I also want to acknowledge my divisional secretary, Nancy Tang, who helps keep me on track in a variety of ways. I could not ask for a better, more dedicated, or more cheerful assistant. She really helps keep things together.



ABOUT THE AUTHORS

Nancy Langton received her Ph.D. from Stanford University. Since completing her graduate studies, Dr. Langton has taught at the University of Oklahoma and the University of British Columbia. Currently a member of the Organizational Behaviour and Human Resources division in the Sauder School of Business, UBC, she teaches at the undergraduate, MBA, and Ph.D. level and conducts executive programs on attracting and retaining employees, time management, family business issues, as well as women and management issues. Dr. Langton has received several major three-year research grants from the Social Sciences and Humanities Research Council of Canada, and her research interests have focused on human resource issues in the workplace, including pay equity, gender equity, and leadership and communication styles. She is currently conducting longitudinal research with entrepreneurs in the Greater Vancouver Region, trying to understand the relationship between their human resource practices and the success of their businesses, and she is also looking at how social media can affect social movements. Her articles on these and other topics have appeared in such journals as *Administrative Science Quarterly*, *American Sociological Review*, *Sociological Quarterly*, *Journal of Management Education*, and *Gender, Work and Organizations*. She has won Best Paper commendations from both the Academy of Management and the Administrative Sciences Association of Canada.

Dr. Langton routinely wins high marks from her students for teaching. She has been nominated many times for the Commerce Undergraduate Society Awards, and has won several honourable mention plaques. She has also won the Sauder School of Business's most prestigious award for teaching innovation, The Talking Stick. The award was given for Dr. Langton's redesign of the undergraduate organizational behaviour course as well as the many activities that were a spin-off of these efforts. She was also part of the UBC MBA Core design team that won the Alan Blizzard award, a national award that recognizes innovation in teaching.

In Dr. Langton's "other life," she engages in the artistry of quilting, and one day hopes to win first prize at *Visions*, the juried show for quilts as works of art. When she is not designing quilts, she is either reading novels recommended by her book club colleagues, or studying cookbooks for new ideas. All of her friends would say that she makes from scratch the best pizza in all of Vancouver, and one has even offered to supply venture capital to open a pizza parlour.





Stephen P. Robbins

Education

Ph.D., University of Arizona

Professional Experience

Academic Positions: Professor, San Diego State University, Southern Illinois University at Edwardsville, University of Baltimore, Concordia University in Montreal, and University of Nebraska at Omaha.

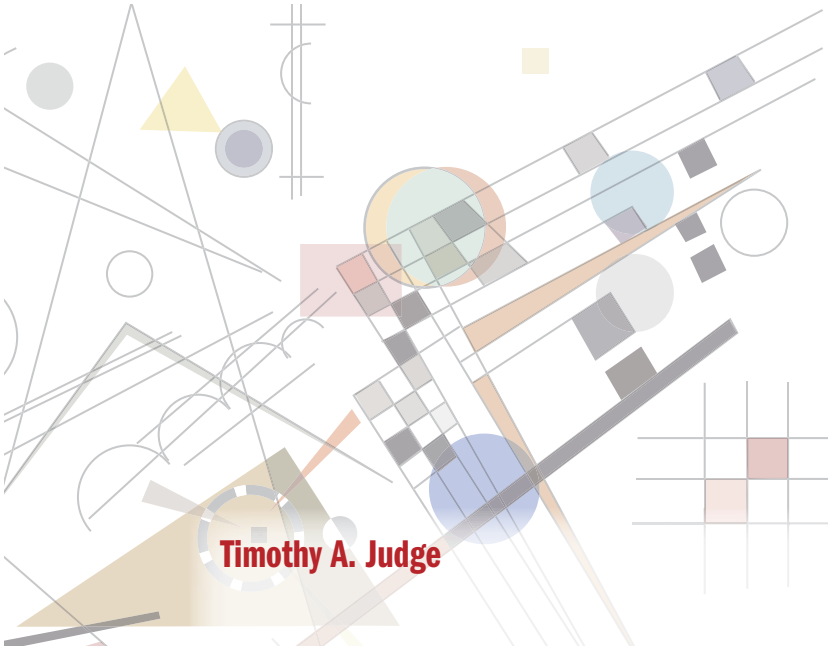
Research: Research interests have focused on conflict, power, and politics in organizations, behavioural decision making, and the development of effective interpersonal skills.

Books Published: World's best-selling author of textbooks in both management and organizational behaviour. His books have sold more than 5 million copies, have been translated into 20 languages, and editions have been adapted for Canada, Australia, South Africa, and India, such as these:

- *Essentials of Organizational Behavior*, 10th ed. (Prentice Hall, 2010)
- *Management*, 10th ed. with Mary Coulter (Prentice Hall, 2009)
- *Human Resource Management*, 10th ed., with David DeCenzo (Wiley, 2010)
- Prentice Hall's Self-Assessment Library 3.4 (Prentice Hall, 2010)
- *Fundamentals of Management*, 7th ed., with David DeCenzo and Mary Coulter (Prentice Hall, 2011)
- *Supervision Today!* 6th ed., with David DeCenzo (Prentice Hall, 2010)
- *Training in Interpersonal Skills*, 5th ed., with Phillip Hunsaker (Prentice Hall, 2009)
- *Managing Today!* 2nd ed. (Prentice Hall, 2000)
- *Organization Theory*, 3rd ed. (Prentice Hall, 1990)
- *The Truth About Managing People*, 2nd ed. (Financial Times/Prentice Hall, 2008)
- *Decide and Conquer: Make Winning Decisions and Take Control of Your Life* (Financial Times/Prentice Hall, 2004).

Other Interests

In his "other life," Dr. Robbins actively participates in masters' track competition. Since turning 50 in 1993, he has won 18 national championships and 12 world titles. He is the current world record holder at 100 metres (12.37 seconds) and 200 metres (25.20 seconds) for men 65 and over.



Timothy A. Judge

Education

Ph.D., University of Illinois at Urbana-Champaign

Professional Experience

Academic Positions: Visiting Franklin D. Schurz Professor of Management, Mendoza College of Business, University of Notre Dame; Matherly-McKethan Eminent Scholar in Management, Warrington College of Business Administration, University of Florida; Stanley M. Howe Professor in Leadership, Henry B. Tippie College of Business, University of Iowa; Associate Professor (with tenure), Department of Human Resource Studies, School of Industrial and Labor Relations, Cornell University; Lecturer, Charles University, Czech Republic, and Comenius University, Slovakia; Instructor, Industrial/Organizational Psychology, Department of Psychology, University of Illinois at Urbana-Champaign.

Research: Dr. Judge's primary research interests are in (1) personality, moods, and emotions, (2) job attitudes, (3) leadership and influence behaviours, and (4) careers (person-organization fit, career success). Dr. Judge has published more than 120 articles in these and other major topics in journals such as *Journal of Organizational Behavior*, *Personnel Psychology*, *Academy of Management Journal*, *Journal of Applied Psychology*, *European Journal of Personality*, and *European Journal of Work and Organizational Psychology*.

Fellowship: Dr. Judge is a fellow of the American Psychological Association, the Academy of Management, the Society for Industrial and Organizational Psychology, and the American Psychological Society.

Awards: In 1995, Dr. Judge received the Ernest J. McCormick Award for Distinguished Early Career Contributions from the Society for Industrial and Organizational Psychology. In 2001, he received the Larry L. Cummings Award for mid-career contributions from the Organizational Behavior Division of the Academy of Management. In 2007, he received the Professional Practice Award from the Institute of Industrial and Labor Relations, University of Illinois.

Books Published: H. G. Heneman III and T. A. Judge, *Staffing Organizations*, 6th ed. (Madison, WI: Mendota House/Irwin, 2009).

Other Interests

Although he cannot keep up (literally!) with Dr. Robbins' accomplishments on the track, Dr. Judge enjoys golf, cooking and baking, literature (he's a particular fan of Thomas Hardy, and is a member of the Thomas Hardy Society), and keeping up with his three children, who range in age from 20 to 6.

