

Contents

Preface xiii

PART ONE

THE FIELD OF ORGANIZATIONAL BEHAVIOR 1

Chapter 1

Effective Managers Understand Organizational Behavior 3

The Evolution of Management 5

Scientific Management 6

Administrative Management 7

Why Study Organizational Behavior? 7

Leaders and Organizational Behavior 8

The Hawthorne Studies 9

Systems Theory and Organizational Effectiveness 11

Quality 12

Productivity 13

Efficiency 13

Satisfaction 13

Development 14

Environmental Forces Reshaping

Management Practice 14

Framing the Study of

Organizational Behavior 19

The Organization's Environment 19

Understanding and Managing Individual Behavior 19

Group Behavior and Interpersonal Influence 22

Organizational Processes 24

Organizational Design, Change, and Innovation 26

Summary of Key Points 27

Review and Discussion Questions 27

Exercise 28

Case 30

Chapter 2

National and Organizational Culture 33

National Culture and Values Influence Workplace Behavior 34

Organizational Culture Matters 38

Organizational Culture Defined 38

Organizational Culture and Its Effects 40

Creating Organizational Culture 41

Influencing Culture Change 44

Socialization Sustains the Culture 46

Anticipatory Socialization 47

Accommodation 48

Role Management 48

Characteristics of Effective Socialization 48

Mentoring 49

Spirituality and Culture 52

Summary of Key Points 54

Review and Discussion Questions 55

Exercises 55

Case 57

PART TWO

UNDERSTANDING AND MANAGING INDIVIDUAL BEHAVIOR 61

Chapter 3

Individual Differences at Work 63

Why Individual Differences Matter 63

Individual Differences Influence Work Behavior 64

Diversity 65

Abilities and Skills 69

Attitudes 70

Personality 74

Emotions 79

Summary of Key Points 83

Review and Discussion Questions 83

Exercise 84

Case 86

Chapter 4

Perceptions and Attributions 89

The Perceptual Process 89

Perceptual Grouping 93

Perceptual Groupings Can Create Inaccuracies 95

Stereotyping 95

Selective and Divided Attention 96

Halo Effect 97

Similar-to-Me Errors 97

Situational Factors 97
Needs and Desires 98
Attribution Theory 98
Impression Management 100
An Interpersonal Process 100
A Model and Impression Management in Practice 101
Summary of Key Points 103
Review and Discussion Questions 103
Exercises 104
Case 107

Chapter 5 Motivation 111

The Starting Point: Needs Motivate Employees 113
Content Approaches 115
Maslow's Need Hierarchy 115
Alderfer's ERG Theory 117
Herzberg's Two-Factor Theory 118
McClelland's Learned Needs Theory 122
A Synopsis of the Four Content Theories 123
Process Approaches 123
Expectancy Theory 124
Equity Theory 125
Change Procedures to Restore Equity 126
Research on Equity 127
Goal Setting 130
Goal-Setting Research 132
Motivation and the Psychological Contract 133
Effective Managers Motivate Their Employees 134
Summary of Key Points 135
Review and Discussion Questions 136
Exercise 137
Case 138

Chapter 6 Job Design and Performance 141

Job Design and Quality of Work Life 143
A General Model of Job Design 143
Job Performance Outcomes 144
Objective Outcomes 144
Behavioral Outcomes 144
Intrinsic and Extrinsic Outcomes 144
Job Satisfaction Outcomes 145
Job Design: Range, Depth, and Relationships 147
Range and Depth 147

Job Relationships 148
The Way People Perceive Their Jobs 149
Job Characteristics 150
Individual Differences 150
Social Setting Differences 150
Increasing Range in Jobs: Job Rotation and Job Enlargement 151
Job Rotation 151
Job Enlargement 151
Increasing Depth in Jobs: Job Enrichment 153
Self-Managed Teams 156
Alternative Work Arrangements 156
Total Quality Management and Job Design 160
Summary of Key Points 162
Review and Discussion Questions 163
Exercise 164
Case 166

Chapter 7 Evaluation and Rewards Influence Behavior 169

Evaluation of Performance 170
Purposes of Evaluation 170
Focus of Evaluation 172
Improving Evaluations 172
Performance Evaluation Feedback 173
Purpose of Evaluation Feedback 174
A Feedback Model 174
Multisource Feedback: A 360-Degree Approach 175
Reinforcement Theory 177
Reinforcement 177
Punishment 177
Extinction 178
Reinforcement Schedules 178
A Model of Individual Rewards 179
Intrinsic and Extrinsic Rewards 181
Rewards Interact 184
Administering Rewards 185
Rewards Affect Important Organizational Outcomes 187
Turnover and Absenteeism 187
Job Performance 188
Organizational Commitment 188
Innovative Reward Systems 188
Skill-Based Pay 189
Broadbanding 189
Concierge Services 191

<i>Team-Based Rewards</i>	191
<i>Part-Time Benefits</i>	192
<i>Gain-Sharing</i>	193
<i>Employee Stock Ownership Plans</i>	194
<i>Line of Sight: The Key Issue</i>	194
Summary of Key Points	195
Review and Discussion Questions	197
Exercises	197
Case	201

Chapter 8

Managing Misbehavior 205

The Management of Misbehavior	205
The Emerging Study of Misbehavior	207
<i>Antecedents</i>	207
<i>Mediators</i>	207
<i>Outcomes</i>	209
<i>Costs</i>	209
<i>Management Interventions</i>	209
Selected Misbehaviors	210
<i>Sexual Harassment</i>	210
<i>Aggression and Violence</i>	212
<i>Bullying</i>	214
<i>Incivility</i>	215
<i>Fraud</i>	216
<i>Substance Abuse at Work</i>	218
<i>Cyberslacking</i>	219
<i>Sabotage</i>	220
<i>Theft</i>	221
Privacy	224
<i>E-Mail Privacy</i>	224
<i>The Organizational Threshold</i>	225
<i>Testing Policy</i>	225
Summary of Key Points	226
Review and Discussion Questions	227
Case	227

Chapter 9

Managing Individual Stress 231

What Is Stress?	232
Stress Model	234
Work Stressors: Individual, Group, and Organizational	236
<i>Individual Stressors</i>	236
<i>Group, Organizational, and Nonwork Stressors</i>	238
<i>Cognitive Appraisal</i>	240
<i>Coping with Stress</i>	241

Stress Outcomes	241
<i>Individual Outcomes</i>	242
<i>Organizational Consequences</i>	246
Stress Moderators	246
<i>Personality</i>	247
<i>Type A Behavior Pattern</i>	247
<i>Social Support</i>	248
Managing Stress: Individual and Organizational Approaches	249
<i>Maximizing Person–Environment Fit</i>	250
<i>Organizational Stress Prevention and Management Programs</i>	252
Summary of Key Points	258
Review and Discussion Questions	259
Exercise	259
Case	262

PART THREE

GROUP BEHAVIOR AND INTERPERSONAL INFLUENCE 265

Chapter 10

Groups and Teams 267

The Nature of Groups	269
Types of Groups	270
<i>Formal Groups</i>	271
<i>Informal Groups</i>	271
Why People Form Groups	272
Stages of Group Development	273
<i>Forming</i>	273
<i>Storming</i>	274
<i>Norming</i>	274
<i>Performing</i>	274
<i>Adjourning</i>	275
Characteristics of Groups	275
<i>Composition</i>	275
<i>Status Hierarchy</i>	276
<i>Roles</i>	276
<i>Norms</i>	277
<i>Leadership</i>	279
<i>Cohesiveness</i>	279
Group Effectiveness	283
Teams	284
<i>Types of Teams</i>	284
<i>Team Effectiveness</i>	288
Summary of Key Points	291
Review and Discussion Questions	292

Exercises 294
Case 299

Chapter 11

Managing Conflict and Negotiations 303

A Contemporary Perspective on Intergroup
Conflict 304

Functional Conflict 305
Dysfunctional Conflict 305
Conflict and Organizational Performance 306

What Causes Intergroup Conflict? 306

Work Interdependence 306
Goal Differences 308
Perceptual Differences 308

The Consequences of Dysfunctional Intergroup
Conflict 309

Changes within Groups 309
Changes between Groups 310

Managing Intergroup Conflict through
Resolution 311

Dominating 312
Accommodating 312
Problem Solving 314
Avoiding 314
Compromising 314

Stimulating Constructive Intergroup Conflict 316

Bringing Outside Individuals into the Group 317
Altering the Organization's Structure 317
Stimulating Competition 318
Using Programmed Conflict 318

Negotiations 318

Win-Lose Negotiating 319
Win-Win Negotiating 320

Negotiation Tactics 321

Increasing Negotiation Effectiveness 321

Using Third-Party Negotiations 322
Team Building 323
Negotiating Globally 324
Improving Negotiations 324

Summary of Key Points 326

Review and Discussion Questions 327

Exercises 329

Case 332

Chapter 12

Power and Politics 335

The Concept of Power 335

Where Does Power Come From? 337

Interpersonal Power 337

Structural Power 339

Empowerment 342

Subunit or Interdepartmental Power 344

Coping with Uncertainty 345

Centrality 346

Substitutability 346

Obedience and the Illusion of Power 347

Political Strategies and Tactics 349

Research on Politics 349

Game Playing 350

Political Influence Tactics 350

Impression Management 352

Ethics, Power, and Politics 353

Using Power to Manage Effectively 354

Summary of Key Points 357

Review and Discussion Questions 358

Exercises 360

Case 362

PART FOUR

ORGANIZATIONAL PROCESSES 365

Chapter 13

Communicating Effectively 367

The Communication Process 369

The Elements of Communication 370

Nonverbal Messages 372

Communicating within Organizations 373

Downward Communication 373

Upward Communication 373

Horizontal Communication 374

Diagonal Communication 374

Communicating Externally 374

Information Richness 376

Technology and Communication 377

Internet/Intranet/Extranet 377

Electronic Mail, Messaging, and Social

Networking 377

Smartphones 379

Voice Mail 379

Videoconferencing, Teleconferencing, and

e-Meetings/Collaboration 380

Interpersonal Communication 380

Multicultural Communication 381

Words 381

Space 382

Time 382

Barriers to Effective Communication	383
<i>Frame of Reference</i>	384
<i>Selective Listening</i>	384
<i>Value Judgments</i>	385
<i>Source Credibility</i>	385
<i>Filtering</i>	385
<i>In-Group Language</i>	386
<i>Status Differences</i>	386
<i>Time Pressures</i>	386
<i>Communication Overload</i>	387
Improving Communication in Organizations	387
<i>Following Up</i>	388
<i>Regulating Information Flow</i>	388
<i>Face-to-Face Communication</i>	388
<i>Empathy</i>	388
<i>Repetition</i>	389
<i>Encouraging Mutual Trust</i>	389
<i>Effective Timing</i>	390
<i>Simplifying Language</i>	390
<i>Using the Grapevine</i>	390
<i>Ethical Communication</i>	390
Summary of Key Points	392
Review and Discussion Questions	394
Exercise	394
Case	396

Chapter 14

Decision Making 401

Types of Decisions	402
A Rational Decision-Making Process	404
<i>Establish Goals and Measure Results</i>	404
<i>Identify and Analyze the Problem(s)</i>	405
<i>Develop Alternative Solutions</i>	406
<i>Evaluate Alternative Solutions</i>	407
<i>Select the Best Solution</i>	408
<i>Implement the Decision</i>	408
<i>Follow Up and Evaluate the Decision</i>	409
Alternatives to Rational Decision Making	409
<i>Administrative Decision Making</i>	409
<i>Intuitive Decision Making</i>	410
Behavioral Influences on Decision Making	410
<i>Values</i>	411
<i>Risk Orientation</i>	413
<i>Dissonance</i>	414
<i>Escalation of Commitment</i>	415
Group Decision Making	417
<i>Individual versus Group Decision Making</i>	417
<i>Creativity in Group Decision Making</i>	418
<i>Techniques for Stimulating Group Creativity</i>	419

Summary of Key Points	423
Review and Discussion Questions	424
Exercises	425
Case	430

Chapter 15

Leadership 433

What Is Leadership?	433
<i>Is Leadership Important?</i>	435
Trait Approaches: Leaders Are Born That Way	436
<i>Intelligence</i>	437
<i>Personality</i>	437
<i>Physical Characteristics</i>	437
<i>Supervisory Ability</i>	438
Behavioral Approaches: Leaders' Actions Determine Their Effectiveness	438
<i>Job-Centered and Employee-Centered Leadership</i>	439
<i>Initiating Structure and Consideration</i>	439
<i>Critique of Trait and Behavioral Approaches</i>	440
Situational Approaches: Leaders' Effectiveness Depends on the Situation	440
<i>Fiedler's Contingency Leadership Model</i>	441
<i>Vroom-Jago Leadership Model</i>	442
<i>Path-Goal Leadership Model</i>	445
<i>Hersey-Blanchard Situational Leadership Theory</i>	447
Emerging Perspectives of Leadership	450
<i>Charismatic Leadership</i>	450
<i>Transactional and Transformational Leadership</i>	453
<i>Coaching</i>	456
<i>Servant Leadership</i>	457
Multicultural Leadership	458
<i>Cross-Cultural Research</i>	459
Summary of Key Points	460
Review and Discussion Questions	461
Exercises	463
Case	466

PART FIVE

ORGANIZATIONAL DESIGN, CHANGE, AND INNOVATION 471

Chapter 16

Organizational Structure and Design 473

Organizational Design Models	474
<i>The Mechanistic Model</i>	474
<i>The Organic Model</i>	476

Designing an Organizational Structure 478
 Division of Labor 480
 Delegation of Authority 481
 Reasons to Decentralize Authority 481
 Reasons to Centralize Authority 482
 Decision Guidelines 482
 Departmental Bases 482
 Functional Departmentalization 482
 Geographic Departmentalization 483
 Product Departmentalization 484
 Customer Departmentalization 485
 The Matrix Model 486
 Span of Control 488
 Required Contact 489
 Degree of Specialization 489
 Ability to Communicate 489

Designing an Organizational Structure: Additional
Issues to Consider 490
 Formalization 490
 Centralization 490
 Complexity 491

Multinational Structure and Design 492

Virtual Organizations 494
 The Realities of Virtual Organizations 496
 Boundaryless Organizations 497

Summary of Key Points 498
Review and Discussion Questions 500
Exercise 500
Case 502

Chapter 17

Managing Organizational Change 505

A General Model of Organizational Change 506
Change Agents: Forms of Intervention 508

External Change Agents 508
 Internal Change Agents 508
 External–Internal Change Agents 509

Resistance to Change 510
 Individual Resistance 510
 Organizational Resistance 511
 *Strategies for Overcoming Resistance to
Change* 512

A Model of Organizational Change and
Development 513
 Forces for Change 514
 Diagnosis of a Problem 516
 Selection of Appropriate Methods 517
 Impediments and Limiting Conditions 527
 Implementing the Method 528
 Evaluating Program Effectiveness 529

How Effective Are Change Interventions? 530
Summary of Key Points 531
Review and Discussion Questions 532
Exercise 533
Case 535

Appendix A:
**Quantitative and Qualitative Research
Techniques for Studying Organizational
Behavior and Management Practice 537**

Glossary 547

Endnotes 559

Indexes 611