ABC Learning Centres 315–16
abilities 47
cognitive 47
physical 47–8
ABLS See Australian Business Leaders Survey
ABS See Australian Bureau of Statistics
absenceism 62
cost of 436
disengaged employees 177
job satisfaction link 64
reinforcement schedules 135
absorptive capacity 424
ACCC See Australian Competition and Consumer Commission
‘Accelerated Skill Development Program’ 25
Accenture 191
acceptance of authority 373–4
access and legitimacy paradigm 338
achievement-oriented leadership 410
acquired needs theory 92–3, 144
active management by exception 416
Adams, J Stacy, equity theory 98–101
adaptive capacity 424
Adelaide Bank 479
adequate resources 420
ad hocery 318–19, 322
definition of 319
adjourning stage 229–30
aerospace industry’s organisational design 307
affective component 59
age and leadership 437–8
ageing population 189
motivation 82–4
ageing workforce 20–1
flexible work arrangements 189
impact on workplaces 69
stereotypes 46
agreeableness 52
Air New Zealand 66
Alderfer, Clayton ERG theory 91–2
research 91–2
Allport, Gordon, human values classification 56
altruism 429
AMA See Australian Medical Association
Amazon Web Services (AWS) 528
ambiguities 507
ambiguity perspective 346–7
American Psychological Association 547
annual hours 194
ANZ 223
Apple 304
applied focus in organisational behaviour 5
appointments, remuneration and development committee (AR&D) 182
approach–avoidance conflict 143, 503
approach conflict 143, 503
aptitudes 47
arbitration 518
AR&D See appointments, remuneration and development committee
artificial intelligence 475
ASEAN See Association of South-East Asian Nations
Ashkanasy, Neal 403
assimilation into dominant organisational culture 338, 346
Association of South-East Asian Nations (ASEAN) 29
AstraZenica 348
Atlassian 80
attitudes
affective component 59
behavioural components 59
cognitive components 59
and cognitive consistency 60
components of 59–60
definition 59
job satisfaction 60–2
attributes, individual 43–4
attribution theories 414, 440
Auckland University of Technology (AUT) 107
audio-conferencing 270
Australia
birth rate 24
maths crisis 130–1
transforming training for apprentices in 25
Australian Bureau of Statistics (ABS) 191
Australian Business Leadership Survey (ABLS) 416, 437
Australian Competition and Consumer Commission (ACCC) 319
Australian Defence Force Academy (ADFA) 358–9
Australian federal parliament 24
Australian Human Resources Institute (AHRI) 2007 award 96
Australian labour force status 21
Australian Manufacturing Workers Union 25
Australian Medical Association (AMA) 87
Australian population, workforce ageing 83
Australian Printing Association 25
Australian Work and Life Index (AWALI) 23
AUT See Auckland University of Technology
authentic leadership 429–30
authoritarianism 53
authority
decision 464, 466, 468
power and obedience 372–6, 393–4
automation 167
autonomous motivation 141
autonomous work teams 268
autonomy 172
avoidance 136
avoidance conflict 143, 503
AWALI See Australian Work and Life Index
AWS See Amazon Web Services
AXA Asia Pacific 25
baby boomers 18, 56
bank loan officer 473–4
Bank of New Zealand (BNZ) 117–18
bargaining zone 517
Bass, Bernard 415, 417–18
Multi-Factor Leadership Questionnaire (MLQ) 416, 419
transformational/transactional leadership approach 415
Bass’s Multifactor Leadership Questionnaire 419
BATNA 516
BCA See Business Council of Australia
Beck, Beth 300
behavioural complexity 423
behavioural component 59
behavioural decision theory 458
behavioural self-management, social learning theory and 153
behavioural theories 404–5
behaviour-focused strategies 142, 421
behaviourists 125
beliefs 59
<table>
<thead>
<tr>
<th>Index Term</th>
<th>Page(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>benchmarking</td>
<td>11, 531</td>
</tr>
<tr>
<td>performance</td>
<td>182</td>
</tr>
<tr>
<td>productivity</td>
<td>11</td>
</tr>
<tr>
<td>teamwork</td>
<td>249</td>
</tr>
<tr>
<td>Bendigo Bank</td>
<td>479</td>
</tr>
<tr>
<td>BHP Billiton</td>
<td>7</td>
</tr>
<tr>
<td>biographical characteristics</td>
<td>See</td>
</tr>
<tr>
<td>demographic characteristics</td>
<td>See</td>
</tr>
<tr>
<td>Blake, Robert</td>
<td>508</td>
</tr>
<tr>
<td>Leadership Grid, The</td>
<td>405</td>
</tr>
<tr>
<td>blaming communication</td>
<td>502</td>
</tr>
<tr>
<td>Blanchard, Kenneth</td>
<td>407, 411–12</td>
</tr>
<tr>
<td>blogs</td>
<td>499</td>
</tr>
<tr>
<td>BNZ See Bank of New Zealand</td>
<td></td>
</tr>
<tr>
<td>Boal, Kimberly</td>
<td>424</td>
</tr>
<tr>
<td>strategic leadership perspective</td>
<td>423–4</td>
</tr>
<tr>
<td>boards, power of</td>
<td>365</td>
</tr>
<tr>
<td>boiled frog phenomenon</td>
<td>536</td>
</tr>
<tr>
<td>bonus incentives as behaviour</td>
<td></td>
</tr>
<tr>
<td>modifier</td>
<td>131</td>
</tr>
<tr>
<td>bonus share schemes</td>
<td>146, 147</td>
</tr>
<tr>
<td>brain drain</td>
<td>17</td>
</tr>
<tr>
<td>brainstorming</td>
<td>260, 472</td>
</tr>
<tr>
<td>Branham, Leigh</td>
<td>95</td>
</tr>
<tr>
<td>Brazil, Russia, India and China (BRIC)</td>
<td>26</td>
</tr>
<tr>
<td>Breadtalk</td>
<td>9</td>
</tr>
<tr>
<td>BRIC See Brazil, Russia, India and China</td>
<td></td>
</tr>
<tr>
<td>British health services awards</td>
<td>218</td>
</tr>
<tr>
<td>broad training as investment</td>
<td>125</td>
</tr>
<tr>
<td>Brotherhood, The</td>
<td>389</td>
</tr>
<tr>
<td>BRW Digital Innovation Awards in 2013</td>
<td>528</td>
</tr>
<tr>
<td>buffering</td>
<td>510–11</td>
</tr>
<tr>
<td>Built to change (Worley and Lawler)</td>
<td>539</td>
</tr>
<tr>
<td>‘Bulletin Board System’</td>
<td>463</td>
</tr>
<tr>
<td>bullying</td>
<td>See</td>
</tr>
<tr>
<td>workplace bullying</td>
<td></td>
</tr>
<tr>
<td>bureaucracy</td>
<td>312–14, 322</td>
</tr>
<tr>
<td>bureaucracy-busting system</td>
<td>108</td>
</tr>
<tr>
<td>burnout</td>
<td></td>
</tr>
<tr>
<td>versus stress</td>
<td>185</td>
</tr>
<tr>
<td>Burns, James MacGregor</td>
<td>415</td>
</tr>
<tr>
<td>business control process</td>
<td>294</td>
</tr>
<tr>
<td>Business Council of Australia (BCA)</td>
<td>28, 460</td>
</tr>
<tr>
<td>Careerone survey</td>
<td>62</td>
</tr>
<tr>
<td>case-based knowledge structures</td>
<td>427</td>
</tr>
<tr>
<td>casual work</td>
<td>26</td>
</tr>
<tr>
<td>CEDAW See United Nations’ Convention on the Elimination of All Forms of Discrimination against Women</td>
<td></td>
</tr>
<tr>
<td>centralisation of decision making</td>
<td>301</td>
</tr>
<tr>
<td>certain environments</td>
<td>455</td>
</tr>
<tr>
<td>Challenger space shuttle</td>
<td>470–1</td>
</tr>
<tr>
<td>change</td>
<td></td>
</tr>
<tr>
<td>compatibility</td>
<td>543</td>
</tr>
<tr>
<td>complexity</td>
<td>543</td>
</tr>
<tr>
<td>crisis of</td>
<td>551</td>
</tr>
<tr>
<td>cultural</td>
<td>532–3</td>
</tr>
<tr>
<td>cycles of</td>
<td>536–9</td>
</tr>
<tr>
<td>forces of</td>
<td>532–9</td>
</tr>
<tr>
<td>guidelines for</td>
<td>541</td>
</tr>
<tr>
<td>leadership of</td>
<td>530–1</td>
</tr>
<tr>
<td>levers of</td>
<td>536–9</td>
</tr>
<tr>
<td>organisational targets for</td>
<td>533–5</td>
</tr>
<tr>
<td>planned and unplanned</td>
<td>529–30</td>
</tr>
<tr>
<td>resistance to</td>
<td>542–5</td>
</tr>
<tr>
<td>strategies</td>
<td>553</td>
</tr>
<tr>
<td>and stress</td>
<td>545–8</td>
</tr>
<tr>
<td>technological</td>
<td>533</td>
</tr>
<tr>
<td>top-down approach to</td>
<td>539–40</td>
</tr>
<tr>
<td>triability</td>
<td>543</td>
</tr>
<tr>
<td>change agents</td>
<td>529</td>
</tr>
<tr>
<td>changing stage</td>
<td>536</td>
</tr>
<tr>
<td>channel</td>
<td>492, 494</td>
</tr>
<tr>
<td>charisma</td>
<td>416</td>
</tr>
<tr>
<td>charismatic approaches</td>
<td>414</td>
</tr>
<tr>
<td>charismatic factors</td>
<td>415</td>
</tr>
<tr>
<td>charismatic leaders</td>
<td>414</td>
</tr>
<tr>
<td>charismatic leadership</td>
<td>414–15, 440</td>
</tr>
<tr>
<td>crisis situations</td>
<td>427</td>
</tr>
<tr>
<td>Cheung, Catherine</td>
<td>258</td>
</tr>
<tr>
<td>Cisco Systems</td>
<td>344</td>
</tr>
<tr>
<td>China price</td>
<td>133</td>
</tr>
<tr>
<td>classical conditioning</td>
<td>126–7</td>
</tr>
<tr>
<td>and operant conditioning</td>
<td>127</td>
</tr>
<tr>
<td>classical decision theory</td>
<td>458</td>
</tr>
<tr>
<td>classic two-party negotiation</td>
<td>516–18</td>
</tr>
<tr>
<td>classifications of technology</td>
<td>289–90</td>
</tr>
<tr>
<td>Clean Energy Fund</td>
<td>460</td>
</tr>
<tr>
<td>climategate</td>
<td>459</td>
</tr>
<tr>
<td>climate versus culture</td>
<td>352–3</td>
</tr>
<tr>
<td>cluster maps</td>
<td>20</td>
</tr>
<tr>
<td>coalition tactics</td>
<td>379</td>
</tr>
<tr>
<td>coercive power</td>
<td>367</td>
</tr>
<tr>
<td>cognitive abilities</td>
<td>47</td>
</tr>
<tr>
<td>cognitive complexity</td>
<td>424</td>
</tr>
<tr>
<td>cognitive components</td>
<td>59</td>
</tr>
<tr>
<td>cognitive consistency</td>
<td>60</td>
</tr>
<tr>
<td>cognitive dissonance</td>
<td>60</td>
</tr>
<tr>
<td>cognitive evaluation theory</td>
<td>141</td>
</tr>
<tr>
<td>definition</td>
<td>141</td>
</tr>
<tr>
<td>cognitive-focused strategies</td>
<td>142</td>
</tr>
<tr>
<td>cognitive learning</td>
<td>128</td>
</tr>
<tr>
<td>cognitive resource theory</td>
<td>409</td>
</tr>
<tr>
<td>cohesive groups</td>
<td>263</td>
</tr>
<tr>
<td>cohesiveness</td>
<td>235, 263</td>
</tr>
<tr>
<td>cohesive teams</td>
<td>263</td>
</tr>
<tr>
<td>collaborations in organisations</td>
<td>286</td>
</tr>
<tr>
<td>collective decision-making failures</td>
<td>470</td>
</tr>
<tr>
<td>collectivist cultures</td>
<td>50, 474</td>
</tr>
<tr>
<td>group characteristics</td>
<td>223</td>
</tr>
<tr>
<td>impact on decision making</td>
<td>479</td>
</tr>
<tr>
<td>influence on personality</td>
<td>51</td>
</tr>
<tr>
<td>pay-for-performance schemes</td>
<td>145–6</td>
</tr>
<tr>
<td>Columbia space shuttle explosion</td>
<td>470</td>
</tr>
<tr>
<td>Combined Task Force</td>
<td>150</td>
</tr>
<tr>
<td>(CTF-150)</td>
<td>213</td>
</tr>
<tr>
<td>command groups</td>
<td>212</td>
</tr>
<tr>
<td>common assumptions</td>
<td>335, 343–4, 351, 354</td>
</tr>
<tr>
<td>communication channels</td>
<td>496</td>
</tr>
<tr>
<td>controlling access</td>
<td>497–8</td>
</tr>
<tr>
<td>formal</td>
<td>496</td>
</tr>
<tr>
<td>informal</td>
<td>496</td>
</tr>
<tr>
<td>quasiformal</td>
<td>496</td>
</tr>
<tr>
<td>communication processes</td>
<td>494</td>
</tr>
<tr>
<td>effective</td>
<td>493, 495</td>
</tr>
<tr>
<td>efficient</td>
<td>495–6</td>
</tr>
<tr>
<td>noise</td>
<td>494, 495</td>
</tr>
<tr>
<td>non-verbal</td>
<td>495</td>
</tr>
<tr>
<td>organisational learning</td>
<td>148–9</td>
</tr>
<tr>
<td>communicators, habits of</td>
<td>499</td>
</tr>
<tr>
<td>communities of practice</td>
<td>309</td>
</tr>
<tr>
<td>compatibility change</td>
<td>543</td>
</tr>
<tr>
<td>competency in workplaces</td>
<td>47–50, 71</td>
</tr>
<tr>
<td>competing values framework (CVF)</td>
<td>423</td>
</tr>
<tr>
<td>complexity</td>
<td></td>
</tr>
<tr>
<td>change</td>
<td>543</td>
</tr>
<tr>
<td>in organisations</td>
<td>4</td>
</tr>
<tr>
<td>in society</td>
<td>27</td>
</tr>
<tr>
<td>compressed work week</td>
<td>190</td>
</tr>
<tr>
<td>compromising approach to conflict</td>
<td></td>
</tr>
<tr>
<td>resolution</td>
<td>508</td>
</tr>
<tr>
<td>conative actions</td>
<td>51</td>
</tr>
<tr>
<td>conflict911.com</td>
<td>502</td>
</tr>
<tr>
<td>conflict management strategies</td>
<td>522–3</td>
</tr>
<tr>
<td>conflict resolution</td>
<td>523</td>
</tr>
<tr>
<td>and organisational design</td>
<td>510–11</td>
</tr>
<tr>
<td>styles of</td>
<td>508–10</td>
</tr>
<tr>
<td>through hierarchical referral</td>
<td>510</td>
</tr>
<tr>
<td>conflicts</td>
<td>500–1</td>
</tr>
<tr>
<td>communication</td>
<td>502</td>
</tr>
<tr>
<td>constructive conflict</td>
<td>493, 505</td>
</tr>
<tr>
<td>and culture</td>
<td>504</td>
</tr>
<tr>
<td>defining</td>
<td>500</td>
</tr>
</tbody>
</table>
conflicts (continued)
destructive conflicts 505–6
emotional 501–2, 518
interpersonal 501, 503
intragroup 232
levels of 502–3
management approaches to 508–11
resolution negotiation 512–15
resolution styles 508–10
situation 506–8
stages 507
substantive 501–2, 519
task-oriented 502
types of communication to avoid 503
underlying 517
unresolved 507
Conger, Jay 414, 440
conglomerates 315–17, 322
congruent temperament model 106
conscientiousness trait 52
consensual decision making 259–60
consensus decision 466
constitution negotiation 512
constructive conflicts 504–5
consultation 379
consultative decisions 464, 466
contemporary organisations 215
content motivation theories 87
integrated models with process theories 105–6
content themes 344, 345
content theories 87
Alderfer’s ERG theory 91–2
Herzberg’s two-factor theory 93–8
Maslow’s hierarchy of needs theory 88–91
McClelland’s acquired needs theory 92–3
cultural analysis, levels of 334–8
cultural change 532–3
cultural consciousness 67
cultural differences 223–4, 438–9
cultural dimensions 223
cultural diversity 337–8
cultural forms research tools 344, 345
cultural self-awareness 67
cultural symbols 340, 344, 353
culture 18–20
versus climate 352–3
and decision making 474–5
dimensions of 19–20
emotions across 50
and ideological mix problem 537
leadership and 439
culture/ideological mix problem 537
CVF See competing values framework
decentralisation in decision making 301
decision by authority rule 467
choice and implementation 463–74
by consensus 467
group 464–5
by lack of response 467
by majority rule 467
by minority 467
prioritising problems 464
problems 464
strategies for 464–5
by unanimity 467, 468
decision making 19
approaches to 457–60
biases 462
classical approach 476
complexity, chaos, chance and conundrums in 479–80
creativity 463
culture diversity 474–5
decentralisation of 301
defining 454, 455
environments 455
ethical framework 477–9
group processes 467–8, 471–2
group processes case study 485–6
in groups 467–8
heuristic 462–3
improvement techniques 471–2
intuitive 460–3
judgement 462–3
levels of involvement 464–5
managing participation in 466–7
in organisations 454–6
process 477
Queensland floods 465–6
stakeholder interests in 479
steps in 457
systematic 457
technology and 475
types of 455
Victorian bushfire 485–6
decision model, intuitive 460–3
developing 495
decoupling 510
deductive reasoning 476
Dell Corporation 290
Delphi technique 472
Deming, Edwards W 296
demographic characteristics 46, 68
of individuals 46, 71
demographic composition 422
demographic variables 68
deontology 476
departmentalisation
by customer 305
by geography 305
by matrix 307–9
mixed forms of 310–11
for supermarket chain 304
types of 321
destructive conflicts 505–6
to prevent 506
devil’s advocate process 259, 471
diagnostic approaches
to job design 171–2, 178, 196
to job enrichment 196
differentiation perspective 346
direction 81
directive leadership 410
directiveness 428
director–shareholder relations 364–5
direct supervision substitutes 289, 296

discrimination and fairness paradigm 338
disengaged employees 176–7
disgruntled employees 514
disgruntled process 514
dishonest communication 502
disruptive behaviours 217
affecting groups 217
dissatisfiers 94, 96–7
distributed leadership 234
distributive justice 392
distributive negotiation 514
hard 515
soft 515
diverse workforce 18–19
diversity management program,
implementing 55
divisional departmentalisation 305
advantages and disadvantages of 307
definition 305
divisionalised design 315
divisionalised organisations 315, 322
division of labour 7, 8, 30
hierarchical 301
work units 302
doers 10
dogmatism 53
double-edged sword of organisational
politics 390–1
Dover Park Hospice 350
downsizing in organisations 317
dress codes 341–2
Drive (Pink) 80
Dundon, Paul 436
dysfunctional group behaviours 217
EA See empowerment audit
effective communication 493, 495, 499
effective cultural change, pathways
to 533
effective groups 218
characteristics of 218
impact of 218–19
effective managers 10, 30, 218
effective negotiation 513, 514
effective team 251–3
facilitators 256–7
leadership 254–6
ten rules for team leaders 256
efficient communication 495–6
effort–performance relationships 102
ego involvement 222
EI See emotional intelligence
ELI See Enthuse Logistics Inc.
email communication 511
etiquette of 504
email technology 17, 270, 271, 498
emergent behaviours 230, 232
Emergent Theories and the Competing
Values Framework (CVF) 423
Emerging Pacific Leaders’ Dialogue
(EPLD) 433
emotional adjustment traits 49
emotional burnout 49
emotional competence 48–50
emotional conflict 501
emotional intelligence (EI) 6, 12–13,
48, 423–4
measurement tools 51
emotional labours 49–50, 185
emotional quotient inventory (EQi) 7
emotional stability 52
emotions
across cultures 50
management 48–9
managing in workplace 49
empire building, politics of 389–90
employee-centred behaviour 404–5
employee-centred supervisors 404–5
employee involvement teams 267
Employee Reliability Scale 52
employees
empowering 366
insubordinate 376
perceived causes of success and
failure 379
rights 22
skilled 82
workforce ageing 83–4
Employee Share Ownership Programs
(ESOPs) 97
employer–employee relations 22–7
outsourcing 25–6
paid parental leave 23–4
telecommuting 27
workforce, casualisation of 26
work–life balance 23
employment
levels and modes of 188
opportunity 22
empowering employees 366
empowering women 369
empowerment 108–11, 380–2, 394
audit 382
case study 117–18
contemporary issues affecting 81–5
employee guidelines 381
implementing, guidelines for 381
limitations 382
motivation and 81
self-management versus 142–3
stages 109–11
strategies 109
through new technology 273
work motivation challenge 85–7
empowerment audit (EA) 382
empowerment programs, limits of 382
encoding 494
encouraging, cohesiveness 235
ends agreement 222
Enthuse Logistics Inc. (ELI) 253
environmental complexity 290
environmental determinism 128
environmental interdependence 291
environmental richness 290–1
EQi See emotional quotient inventory
equity dynamic, managing 99–100
equity of earnings 22
equity process 100
equity sensitivity 100
equity theory 98–101
cross-cultural challenges 100
managing dynamics in 99–100
pay as extrinsic reward 144
ERG theory 91–2
escalating commitment 473
ESOPs See Employee Share Ownership Programs
esteem needs 88
ethical behaviour 28
ethical climate 351
ethical decision making 475–7
framework 477–9
recruitment discrimination 478
ethica dilemma 29, 477
ethical leadership 428–9
ethical managerial behaviour 28
ethical perspective 232–3
ethics and organisational culture 351–3
ethnic countercultures 336
eustress 185
exchange 379
exchangeable membership 266
executive boardroom meetings 54
executive management
boys’ clubs 389
empire building 389–90
role of 387
existence needs 91
expandable tiers 266
expectancy 101
expectancy relationships 102
expectancy theory 98, 101–4
managerial implications 103–4
multiplier effects and multiple outcomes 102–3
pay as extrinsic reward 144
research 104
experiential activities 259
expert power 370
experts 370
explicit/implicit coercion 543
external activity 266
external adaptation 347–8
external locus of control 52
extinction 138, 153
in action 138
definition 138
extreme execution 266
extrinsic rewards 104, 131
allocated by managers 131
definition 131
managing pay as 143–8
positive reinforcement 135
extraversion 52
extraversion–introversion traits 52
Facebook 299, 492, 499
facilitators 256–7, 256
fast-food restaurants 7
McDonaldization 8
FCPA See Foreign Corrupt Practices Act
‘FedEx Day’ See ‘ShipIt Day’
feedback 495
felt negative inequity 99, 106
felt positive inequity 99
Fiedler, Fred
cognitive resource theory 409
leadership contingency theory 407–9
Field, James 500
FIRO-B scale 224
FIRO-B theory 224–5
Fisher & Paykel 248–9
five key dimensions of personality 52
fixed interval schedules 134
flexibility 194
flexible benefit plans 146, 147
flexible phase 266
flexible work arrangements 183, 196–7
benefits of 183–4
major drivers of changing 183–90
types of 190–5
flexible workforce, multiskilling programs 178–9
flexible working hours (flexitime) 191
flexiyears 194
arrangements 191
flow 189
Fonterra 306–7
force-coercion strategy 539, 540
force field analysis 535–6, 556
Ford Australia 23
Foreign Corrupt Practices Act (FCPA) 352
foresight 430
formal authority 368–9 See also legitimate; power
substitutes for 391
formal communication channels 496
formal groups 211–13
organisational needs 214–16
types of 212
formalisation 296
formal leadership 403
formal practices 344
formal structure 287
forming stage 228
Foster, Gregory 476
founding story 339
fragmentation perspective 346–7 See also ambiguity perspective
franchises 320
feature of 320
friendship groups 213–14
FRLD program See Full Range Leadership Development program
FRLT See full-range leadership theory
frustration–regression principle 91
Full Range Leadership Development (FRLD) program 416
full-range leadership theory (FRLT) 419
functional departmentalisation 304–5
fundamental interpersonal orientation theory 224–5
Gaddis, Blaine 424, 425
gain-sharing plans 146
Gallup organisation 176–7
garbage can decision model 459
Garnaut Review 459
GASP 336–7
gatekeeping, cohesiveness 236
gender 21–2
and leadership 436–7
pay gap 100–1
general environment of organisations 290
General Motors 249, 315
generations in workforce, life stages 89–90
generations, workplace characteristics of 56
generation X workforce, stereotypes 56, 57
generation Y workforce, stereotypes 56, 57
Gersick’s model 228, 229
gestalt 8 See also synergy
group maintenance  233–4
   outputs of the group process —
      task performance and  234–6
      task performance and  217–18
   group negotiation  512
   group norms  230
   group outputs  234
   group performance  217, 232, 235
   group rewards  19
   group roles  230
   groups  211, 239, 250, 275
   activity and interaction 221–2
   communication and
decision making  233–4
   consensus  469
   and cultural difference  223–4
decision making in  467–8, 471–2
development, stages of  228–30
dynamics  227–34, 239–40, 471
effective, characteristics of  218
effective, impact of  218–19
effectiveness  218–19, 239
   effectiveness and size  226–7
   emotions in  232–3
general membership
   characteristics  223
group dynamics and team
   performance  210
   homogeneity–heterogeneity  225
   inputs  220–7, 239
   interpersonal compatibilities
   224–5
   maintenance  235–6
   maintenance and task
   performance  217–18
   managing, for effectiveness
   216–20, 239
   norms  230
   as open systems  219–20
   organisational setting  220–2
   organisational, purposes of  214–16
   outputs  234
potential advantages and
   disadvantages of  216
   problem solving  254
   processes  227–34, 239–40
   roles  230
   size  226–7
   task, nature of  222–3
   task performance  235
   versus teams  250–1
types of  211–14, 239
work  227

GFC  See global financial crisis
Gillard, Julia  24
giving information, task activities in
groups  235
glass ceiling concept  22
Global Corporate Citizenship  15
global financial crisis (GFC)  23, 291
globalisation  14–16, 22, 390
   impact of  15–16
   impact on employment
   relationships  22
global management skills and
   competencies  14
global managerial competencies  67
global managers  14
   attributes of  15
   developing cultural competencies  66–7
global mindset  67
global outsourcing  25
Global WorkPlace Innovation (GWI)
   program  27
goal ambiguity  183
goals and rewards  221
goal-setting  179
   defining  179
   follow-up research  180
   framework  180
   key performance indicators
   (KPIs)  182
   management by objectives (MBO)
   processes  180–1
   and MBO  180–2
   performance links  179
   theory  196
   goal-setting framework, Locke and
   Latham  180
Goleman, Daniel  6
Good Guys  446–7, 534
Google  29, 333–4, 548
   flexible workforce  21
   non-pay worker benefits  21
Google Australia  268
gossip as knowledge  370
Gratton, Lynda  257
Griffiths, Andrew  309
group communication  233–4
group consensus, guidelines for
   achieving  469
group decisions  464–5
group dynamics  227
group effectiveness  218–19
group inputs  220

Hackman, Richard  172, 174, 175
   ‘hard’ distributive negotiation  514
   harmonising, cohesiveness  235
Harvard Business Review  141
health check  303–4
heredity in personality  51
Hersey, Paul  411–12, 440
Hofstede, Geert  439
   dimensions of national culture  19–20
homogeneous groups  225
Hooijberg, Robert  424
   strategic leadership perspective  423–4
horizontal conflict  506
horizontal loading  169
horizontal specialisation  302–11, 321
HPTs  See High Performing Teams
Huffington, Arianna  164
human relations oriented
   behaviour  405  See also employee-
   centred behaviour
human resource maintenance  10, 218
   absenteeism  64
human resources  8
human rights 22
Human Rights Commission in New Zealand 85
human values classification 56
hygiene factors 94, 96–7
examples of 96
in work settings 97
IAG See Insurance Australia Group
ICTs See information and communication technologies
idea generation 424
ideational influence 417, 419
idea promotion 425
idea structuring 425
immigrant workers 85
immigrant workforce 18
impersonal coordination methods 298–300
importing workforces 85
incentive pay 128
incentives
modify behaviour 134–5
of social recognition 147
incremental change 529
incubation 463
India, outsourcing to 25–6
India Semiconductor Association (ISA) 551
indifference, zone of 375–6
expanding 380
individual decisions 464
individualised consideration 417
individualism–collectivism 19
individualism versus collectivism 147
individualist cultures
barriers to group effectiveness 220
impact on decision making 479
social loafing 217
individual needs level 251
individual performance factors in workplaces 43–5
individual rewards 19
individual rights 392
individuals
attributes 43–4
competency differences among 47–50
demographic differences among 46
differences 54–5
performance factors 43–5
personality differences among 50–4
individual satisfaction 196–7
inductions 30, 98
inductive reasoning 476
Industry Skills Council 25
influence 365–72, 376–80
in work settings 365
informal cartels 319 See also strategic alliances
informal combines 319 See also strategic alliances
informal communication channels 496
informal groups 213–14
interpersonal needs 214
types of 213–14
informal leadership 403
informal network 385
informal practices 344
information and communication technologies (ICTs) 270
information asymmetry 423
information power 369
information source 494
information symmetry 423
information technology (IT) 8, 190
ingratiation 379
initial integration stage 229
initiating, task activities in groups 235
innovation in organisations 548–52
innovation leadership 424–6
innovative attitude scale 555–6
inspiration 416–17
inspirational appeals 379
inspirational motivation 417
Instagram 492
instinct 51
instrumentality 101
insubordinate employees 376
Insurance Australia Group (IAG) 189
integrated model 106
integration perspective 345–6
integration versus autonomy dilemma 336
integrative agreements 516
integrative approach to conflict resolution 515
integrative leadership 419–26
full-range leadership theory (FRLT) 419
innovation leadership 425
shared leadership 419–21
strategic leadership 421–4
integrative negotiation 515
intellectual stimulation 417
intensive technology 289, 318
interest groups 214
intergroup competition,
dynamics 238–9
intergroup conflict 503
intergroup dynamics 236–40
intergroup negotiation 512
intergroup relations 236–7
factors affecting 237
work flow interdependencies impacts 236–7
intermittent reinforcement 133, 134
internal context 531
internal integration 348–9
internal locus of control 52
internal social media systems 299
International Business Report (IBR) 46
International Labour Organization 23–4
International Singapore Compact Summit 28–9
interorganisational conflict 503
interpersonal communication 493–5
barriers to 498–9
interpersonal compatibilities 224–5
interpersonal conflict 503
intervening variables 65
interview approach 93
intrapersonal conflicts 143, 503
intrinsic motivation 165, 196
intrinsic rewards 104, 196
intrinsic work rewards 196
introversion 52
intuition 460
role of 461
intuitive decision model 460–3
inventions 549
involuntary human behaviour 126
iPad 317
iPhones 317
I-pros 189
Ipsos 61
IQ testing, in recruitment 12–13
ISA See India Semiconductor Association
Islamic work cultures 85
IT See information technology
Jago, Arthur, decision-making framework 466
Japanese workplace cultures 19, 337
jargon in workplace 339
JDCS model See job demand-control-support model
JDI See Job Descriptive Index
Jermier, John 412
job characteristics model 171–2
enriched and unenriched jobs 176
implementing concepts in 175
to job enrichment 196
moderators of 173–4
job content 95
job context 96
job control 184
job, defined as 166
job demand-control-support (JDCS) model 184
job demands 184
Job Diagnostic Survey (JDI) 62
job design 166–71, 196
continuum of 171
factors 109
four basic approaches to 171
moderators 173–4
social information and 178
socio-technical 178
job diagnostic approach 175, 178
job diagnostic survey 174
job enlargement 168
job enrichment 170–1
guidelines for implementing 174–5
Herzberg’s principles of 170
job feedback 172
job hunting sites 95
job involvement 62
job migration 25
job performance
individual attributes 43–4
job satisfaction models 64–7
organisational support 45
predictors of 6, 52
work effort 45
job resources/support 185
job rotation 168–9
job satisfaction
attitudes 60–2
definition of 60
facets of 62
and overall job performance 64–7
questionnaires 62
and workplace behaviour 62–7
job security 22
job sharing 192
job simplification 167
job turnover 505
Johnson Controls Global Workplace Innovation Roadmap 27
judgement 462–3
Kant’s theory of deontology 476
Kanungo, Rabindra 414, 433, 440
Keiretsu 319
Kennedy, John F. 414
key performance indicators (KPIs) 182, 402
key work-setting factors 410
King, Wal 364
KIWI Income and Property Trust 7
Knowledge-based economy 17
knowledge-based workforce 25
knowledge management (KM) 17, 152
KPIs See key performance indicators
Krumov, Krum 509
labour
packaging 18
shortages of 81–2
supply and demand of 84–5
laissez-faire 419
laissez faire leadership 416
law of contingent reinforcement 132
law of effect 131
law of immediate reinforcement 132
leader behaviours, types of 410
leader–member exchange (LMX) 255
leader–member relations 408
leaders 10, 403
leadership 19, 403, 416
age and 437–8
characteristics of 434–5
cultural challenges of 439
and culture 439
emerging perspectives 419–26
gender and 436–7
 informational dimensions of 427
learning programs 434
self-directing work teams 420
leadership-at-a-distance 422
leadership behaviours, gender differences 46
leadership contingency theory 407–13
leadership development programs 422
Leadership Grid® 405, 406
leadership of change 530–1
leading 13, 30
learning 31
approaches to 125, 126
classical conditioning 126–7
cognitive learning 128
definition 125
and effectiveness paradigm 338
from failures 126
general approaches to 152
as modification of work behaviour 125–31
and operant conditioning 127
social learning 128–31
in workplaces 125
learning organisations 148–51
methods for creating 148
Pixar 150–1
and teaching organisations 151, 153
learning teams 259
least preferred coworker (LPC) 409
questionnaire 409
scale 407
Leavitt, Harold J, support of groups 215–16
legitimate power 368–9
legitimating tactics 379
LEGO 537–8
level 81
level of effort 45
Lewin, Kurt 535, 536
phases of planned change 535–6
liaison group 511
Likert, Rensis 212
linking-pin model 212
Lillas, Connie 546
line personnel 302–3
line–staff conflict 506
LinkedIn 492, 499
linking pins 511
function 212
listening skills 66
LMX See leader–member exchange
Locke and Latham goal-setting framework, simplified 180
Locke, Edwin 179, 180
 locus of control 52
long-linked technology 289
long-term–short-term orientation 20
Lotus Development Corporation 319
love contracts 233
lower-order needs 88
LPC See least preferred coworker
lump-sum pay increases 147
Machiavellianism 53, 54, 382
machine bureaucracies 313–14
Macquarie Bank 145–6
maintenance activities 235
INDEX

management 403
management by objectives (MBO) 180–2
public sector workforce challenges 181
management information systems (MIS) 298
management philosophy 343–4
management process 13, 30
functions of 13
self-managing teams (SMT) implications 268–70
managerial influence 394
downward 377
strategies 378–9
upward 377, 379, 380
managerial power 394
acquiring 377–8
dimensions of 376–7
managerial wisdom 424
managers 10, 403
conflicts by 506–8
decision environments of 455–6
effective 10
global 14
in organisations 10–13
political action and 385–6
role of 30
types of decisions made by 455
value-added 11
manifest conflict 507, 508
market innovations 548
masculinity–femininity 19–20
Maslow’s hierarchy of needs theory 88–91, 144
mass customisation design 290
mass production technology 290
material resources 8
maternity leave 97
paid 23–4
maths crisis, Australia 130–1
matrix structure
advantages and disadvantages of 308, 309
definition 307
mature-aged employees, support for 69
mature group possesses 251
McClelland, David
acquired needs theory 92–3
research 93
Thematic Apperception Test (TAT) 92
McConnell, David H. 369
McConnell, Mark 411
McDonaldization 8
 McGregor, Andrew 223
 McKinsey survey 462
means agreement 222
mechanistic core, with an organic shell design 314
mechanistic design 299
mediating technology 289
Meglino, Bruce 56
value schema classification 56
Meglino framework 56
Meglino value schema 56
mentoring, social learning 129, 130
Mercer 95
merit pay 144–6
definition 144
plans 146–7
public service 145
Michell, David 293
Michigan studies 404–5
Microsoft Corporation 7
Migration Occupations in Demand List (MODL) 85
Miles, Robert 531
Milgram experiments 372–3
Milgram, Stanley 372–3
Mind Warriors 279–80
Minnesota Satisfaction Questionnaire (MSQ) 62
Mintzberg, Henry 288, 319, 454, 461, 479
MIS See management information systems
mixed forms of
departmentalisation 310–11
MLQ See multi-factor leadership questionnaire
MNCs See multinational corporations moderator variable 65
MODL See Migration Occupations in Demand List
moral leadership 428–30
motivating potential score (MPS) 174
motivation 19, 196
ageing population 82–4
autonomous 141
contemporary issues affecting 81–5
content theories 87
and culture 90
labour skills shortages 81–2
perspectives on 106–8
‘puzzle of motivation, the’ 80
to work 45
workforce mobility 84–5
work motivation challenge 85–7
motivation to work 80–1
motivator factors 94–6
motivator–hygiene theory 94 See also two-factor theory
motivators 94–7
Mouton, Jane 405
Leadership Grid, The 405
MPS See motivating potential score
MSQ See Minnesota Satisfaction Questionnaire
Multifactor Emotional Intelligence Scale (MEIS) 48
multi-factor leadership questionnaire (MLQ) 416
multilevel approach to innovative leadership 424
multinational corporations (MNCs) 15–16
multiple-level leadership 421
multiskilling 178–9
NAB See National Australia Bank
narrower spans of control 302
NASA 470
Nassetta, Christopher J. 366
National Australia Bank (NAB) 305
national cultures 19
stereotypes 333, 353
National Employment Standards (NES) 191
National Health System (NHS) 335
National Women’s Consultative Council report 70
natural rewards 131
nature/nurture controversy 50–1
need for achievement (nAch) 92
need for affiliation (nAff) 92, 224
need for control 224
need for inclusion 224
need for power (nP) 92
negative communication 502
negative moods 232
negative reinforcement 136
negative synergy 217
negotiation approaches to 514–15
definition 512
goals and outcomes 513–14
managerial issues in 515–18
types of 512
nepotism, perception of 390
NES See National Employment Standards
NetApp 14–15, 29
NetApp Australia 5, 11
network leadership 428
network organisations 309, 320
neural networks 475
neutralisers 412
‘new leadership theory’ 402
New Zealand
    ageing workforce 20–1
    factory, workgroup behaviour in
    243–4
    Human Rights Commission in 85
    immigrants 85
    Maori work motivation 91
    paid parental leave 23
    public private partnerships (PPP) 286
    public sector 310–11
    public service CEOs 145
    unemployment levels 188
    workforce ageing 83
New Zealand Navy counter-piracy task force 213
NHS See National Health System
Nike 16, 157
noise 495
nominal group technique 472
noncharismatic leaders 414
non-contingent reward 138
non-English-speaking background (NESB) 46
non-programmed 460
non-routine problems 455
non-verbal communication 495
normative–reeducative strategy 541
    See also shared power strategy
norming stage 229
norms 262
not-for-profit organisation 7

obedience 373–4
    and acceptance of authority 373–4
    power, authority and 372–6, 393–4
    and zone of indifference 375–6
observable culture 334
Occupational and Environmental Medicine 186
occupational subcultures 336
office coworking setups 340
office politics 385, 388
Ohio State studies 405

older generation workforce 56
Oldham, Greg 172
One.Tel 28
OpenIDEO 550
openness to experience 52
open systems 8, 9, 30, 219–20
operant conditioning 127, 131
optimism 429
organic core, with mechanistic shell design 314
organic design 299
organigrams 288
organisational behaviour 30
    characteristics of 5
    contemporary themes in 14
    defining 5
    ethics and values 27–9
    field of 6
    globalisation 14–16
    knowledge management 17
    technology 17
organisational behaviour
    modification 131–2, 147–8
    reinforcement strategies 139–41, 152–3
organisational change 376, 529–31
organisational commitment 62
organisational communication 493
    communication channels 496
    controlling communication access 497
    effective communication 495
    efficient communication 495–6
    function of 493
    interpersonal communication 493
    non-verbal communication 495
    social media 492, 497–8
    sustainability 497
organisational culture 347
    aspects of 353
    common assumptions and 343–4
    concept of 333–4, 353
    connections between national culture 333–4
    and customer service 336–7
    different perspectives on 346
    ethics and 351–4
    functions of 347–9
    managing 349–51, 354
    observable aspects of 339–42
    research 354
    rules and roles 341
    and values 332, 342–3
organisational decision making
    culture and decision making 474–5
    ethical decision making 475–7
    technology and decision making 475
organisational design
    aerospace industry 307
    definition 287
    design options in 313
    emerging forms of 311–20
    environment 290–1
    factors for 321
    factors influencing 289–92
    global financial crisis and 291
    scale 289
    and structure 286–9, 320
    technology 289–90
    types of 299
organisational goals 7, 292–3
organisational governance 388–9
organisational innovation 548–52
organisational justice 137
organisational learning 125, 148–52
    challenges within 148
    communication process 148–9
    definition 148
    mental models 150
organisational memory 21
organisational partnerships 286–7
organisational politics 364, 383, 394
    in action 385–90
    competing interests 383–4
    double-edged sword of 390–1
    ethical criteria 392
    functions of 390–1
    office politics 385
    self-interested 383
    traditions of 383–4, 390
organisational problem solving skills 466
organisational resources 221
    conflict situations 519
organisational setting 220
organisational strategy 291–2
organisational structure
    and design 287–9
    for sustainability 309–10
organisational support 45
organisational survival 293
organisation charts
    definition 288
    partial for university 288
organisation domain 422
organisations
  decision-making process in 454–6
  existence of 7–8
  experiential learning in 157–8
  implications for 21
  learning in 125
  open systems 8, 9
  organising 13, 30
  output controls 295
  output goals 292–3, 321
  outsourcing 25–6, 31

Pace, Wayne 509
paid parental leave 23–4
Parents’ Day program 408
Parry, Ken 403
participation 11
participative leadership 410
passive management by exception 416
paternity leave 97
path–goal theory of leadership 409–11
Patientrack 218–19
patterning of attention 428
Pavlov, Ivan 126
pay
  creative practices 146–8
  meanings of 144
  pay-for-performance schemes 128, 145–6
  ethical perspective 145
  pay process 103–4
  PEER approach See performance, engage, enable, research approach
  PE fit See person-environment fit
definition (PLIS) 416
perceptions 67
  age and performance 68–9
  ethnicity and performance 70
  gender and performance 70
perceptual distortions 68
perceptual interface
  model 186–7
perceptual process
  factors influencing 67–8
  perception and 67
  stereotyping 68–70
  performance 64–7, 125
  performance appraisal 100
  performance-based pay system See pay-for-performance schemes
  performance-based rewards 80
  performance benchmarking 182
performance, engage, enable, research
  (PEER) approach 402
performance equation 6
  individual 47, 55, 70–1
  performance gap 530
  performance management
  processes 103
  performance-related pay 145
  performance–satisfaction relationship
  model 64, 106
  personal power 370–2
  enhancing 378
  managing up 384
  person-environment fit (PE fit) 186
Peters, Tom 10
Petrick, Joseph 309
physical abilities 47–8
Physio Co 417
physiological needs 88
piece rates 133
Pink, Daniel 80
Pirates Dilemma 259
Pixar 150–1
planned organisational change 529–30
  force-coercion and 539
  phases of 535–6
  rational persuasion and 539
  shared power and 539, 541
  strategies 539–41
planning 13, 30
PLIS See perceived leader integrity scale
plurality society 43
policy 295–6
political action
  chief executive suite 387–9
  manager 385–6
  subunit power 386–7
political allocation problem 537
political behaviour
  ethical criteria 392
  integrated analysis theories 392
perceptions of 384
  types and levels of 394
political organisations 292
political payoff matrix 386
politics, ethics of 391–4
pooled work flow interdependency 236
Porter–Lawler model of performance
  satisfaction relationship 65
position power 367–9
  enhancing 377–8
positive organisational behaviour 189
positive reinforcement 132–5
  allocating extrinsic rewards to 135
  definition 132
  scheduling of 133–5
power 364, 365, 393
  authority and obedience 372–6
of boards 365
  and bullying 367–8
  consequences of 390–3
  ethics of 391–3
  as expanding pie 380–1
  legitimate 368–9
  managing with 376–80
  of shareholders 379, 380
power–distance 19
power-oriented behaviour 376
power shift to employees 366
PPCP See Public–Private Community Partnership
PPM See professional practice models
PPP See public–private partnerships
precautionary principle 459–60
prescriptive mental model 426
probability 455
problem-solving decisions 455
problem-solving groups 226, 234
problem-solving teams 267–8
procedures 295–6
process controls 295–7, 321
process innovation 549
process motivation theories 87, 105–6
process power 369
process re-engineering 14
process theories 87
  equity theory 98–101
  expectancy theory 98, 101–4
product innovation 549
production-centred behaviour 405
production-centred supervisors 404–5
production domain 422
productivity 10–11, 30
benchmarking 11
professional bureaucracy 314
professional practice
models (PPM) 109
programmed decisions 455
progressive organisations 29
psychological contracts 30, 375
zone of indifference 375–6
Public–Private Community Partnership
(PPCP) 286
public–private partnerships (PPPs) 286
public sector workforce
management by objective (MBO) 181
organisational governance 388–9
top-down approach to change 539–40
punctuated equilibrium group
model 228, 229
punishment 136–7, 153
to change behaviour 137
definition 136
problems with 136
and shame in organisations 137
pure invention 548
Qantas 291
qualitative methods in organisational research 345
quality circle 267
quality improvements system 297
quality management process 296
quality of work life (QWL) 11
quality relationships 251
quantitative methods in organisational research 345
quasi-autonomous work teams 319
quasiformal channels 496
Queensland floods 465–6
QWL See quality of work life
radical change 529
versus incremental planned change 552
Rahim, Afzalur 508
Rand Corporation 472
random opportunism 480
rational persuasion 379
rational persuasion strategy 539–41
receiver 495
reciprocal interdependency 237
reciprocal work flow
interdependency 236
recruitment, IQ testing in 12–13
‘red tape’ 86, 87
redundant behaviour 410
re-engineered work values 14
referent power 372
reflexive human behaviour 126
refreezing 536
reinforcement 11
reinforcement strategies
modify work behaviour 131–41
organisational behaviour modification and 152–3
perspectives using rewards 139–40
reinforcement theory 144
relatedness needs 91
relationship goals 513
relationship management 49
relationship-oriented leader 408
remote working 193–5
required behaviours 230, 232
research, job characteristics approach 174–7
Resene Paints Ltd 35–6
resistance to change 542–5
active 542
dealing with 537–8
passive 542
reasons for 542
resource dependencies 387–8
resources 221
responsiveness 11
Retirement Intentions Survey 83
retirement phasing schemes 189
Reuven Bar-On self-assessment instrument 7
reverse-incentive effect 141
reward-based systems 57
individual 57
reward factors 109
reward power 367
rewards and money 147–8
unintended consequences of 124
reward system 237
impact on intergroup relations 236, 237
Richard Lazarus’s transactional theory 186
Ringelmann effect 217
ringi system 19, 475
Ripple effect 233
risk environments 455–6
rites 339
rituals 339, 346
Ritzer, George 8
RNZAF See Royal New Zealand Air Force’s role 262–3
role ambiguity 263
role conflict 263, 506
role modelling 425
roles, cultural rules and 341–2
Rooney, John 388
routine problems 455
Royal New Zealand Air Force (RNZAF) 270
Ruckert, Tony 463
rules 262, 295–6
safety needs 88
saga 339
Sarros, James 403
satisfaction–progression principle 91
satisficing style 458
satisfiers 94–6 See also motivator factors
scale 289, 321
Schein, Edgar 467
schemas 68
School of Hotel and Tourism Management (SHTM) 258
Science, Engineering and Technology (SET) 129
scientific approach in organisational behavior 5
scientific data 176
scientific inquiry, emphasis on 5
Scott, Ginamarie 425
Sea Shepherd Conservation Society (SSCS) 222–3
second-order conditioning 127
security control 297
seeking information, task activities in groups 235
selective communication 502
self-actualisation needs 88
self-assessment 35
self-awareness 49
self-concept approach 106, 107
self-determination theory 141
definition 141
self-determinism 128
self-directing work teams, leadership considerations 420
self-efficacy 109
and social learning 129–31
self-interest in organisations 383
self-leadership activities 421
self-leading teams 274
self-management 49
versus empowerment 142–3
strategies 142
self-managing teams (SMTs) 268–70
stages of development 270
self-observation 421
self-reflection 143
self-rewards 421
self understanding, case study 279–80
Seligman, Martin 189
semi-autonomous work group approach 178
sensemaking system 426
sequential work flow interdependency 236
servant leadership 430
Service Skills Australia 25
SET See Science, Engineering and Technology
set-point theory 191–2
setting standards, cohesiveness 236
shaping 132
shared leadership 419–21
shared power 539
shared power strategy 541
shared values 354, 355, 353–4
shareholders, power of 379, 380
‘ShipIt Day’ 80
short-term incentive (STI) plan 182
SHTM See School of Hotel and Tourism Management
sickies 66
Simon, Herbert 458
simple design for organisations 312
Singapore Airlines 169
Singapore volunteer 350
SingTel 7
Sir Edmund Hillary Outdoor Pursuits Centre 157–8
situational constraints 45
situational contingency theories 407–13
situational control 407
Situational Leadership® model 411–12
skill-based pay 146
skilled employees 82
skill, for performance 174
skills shortages 189
skill variety 172
Skinner, BF 125, 127, 132
SLT See spiritual leadership theory
small-batch technology 290
social awareness 49
social information-processing approach 178
social intelligence 6, 48 See also emotional intelligence (EI)
social justice 22
social learning 128–31
model 129
social learning theory 129, 130
and behavioural self-management 141–3, 153
social loafing 217
social media perils of 524
and workplace 499–500
and workplace productivity 299–300
social needs 88
social networking 213
social psychologists 213
social recognition, incentives of 147
social rules 344
social sensitivity 271
social service organisations 292–3
socio-technical job design 178
‘s oft’ distributive negotiation 514
Sony 310–11
South-East Asia, CSR 28–9
span of control 302
spatial arrangements 221
specific environment of organisations 290
Spielberg, Steven 557
spiritual leadership 429–31
spiritual leadership theory (SLT) 430
causal model of 430–1
SSCS See Sea Shepherd Conservation Society
Stacey, Ralph 480
staff engagement, and retaining workers 42–3
staff morale 432
staff personnel 303
staff retention 42–3
stakeholders 365, 478
standardisation 296
standards 262
Stanford-Binet IQ 47
status 225
incongruence 225
status incongruence 225
stereotyping 68–70
stimulus 126
stimulus–response learning 126, 127 See also classical conditioning
STI plan See short-term incentive plan
stories 339–41
storming stage 228
strategic alliances 319–20
strategic leadership 421–4
stress 186, 187, 545
versus burnout 185
and our health 545–7
prevention 547–8
sources of 545
stressors 545
at work 547
stressors 545
subcultures 335
formations 336
imported 337–8
in organisations 335–7, 345, 349
sub-goal optimisation 220
substantive conflict 501, 502
substitutes for leadership 412–13
substitutes theory 413
subunit power, political action and 386–7
subunit relations 387
succession planning 42
successive approximations, positive reinforcement of 132
summarising, task activities in groups 235
Sunsuper 61
superior communication 502
supervisors, perceived causes for 379
supervisory style factors 109
supportive leadership 410
Sushi team bonding 252
sustainability 107
communication and 497
CSR in South-East Asia 28–9
leadership 432–3
motivation 107
organisational structures for 309–10
piece rates 133
Sea Shepherd Conservation Society (SSCS) 222–3
sustainability leadership 431–2
sustainable development triangle 432
synergy 8, 217
in conglomerates 315
in organisations 8
systematic decision making 457
systems domain 421
  leadership 422
systems goals 293, 321

  task activities in groups 235
  task forces 213, 268
  task groups 212. See also temporary formal work groups
  task identity 172
  task-oriented behaviours 405
  task-oriented groups 10
  task-oriented leader 408
  task performance 10–11, 217–18
  task significance 172
  task variety 168

TAT  See Thematic Apperception Test
Taylor, Frederick 167
  teaching organisation 151
  learning organisations and 153
  team building 253–61, 275
  approaches to 275
  continual improvement approach 261
  continual improvement programs 261
  dark-side 256
  formal retreats 261
  formal retreats approach 261
  goals 253–4
  light-side 256
  outdoor experiences approach 261
  team intelligence 271
  team leadership 254–6, 274, 425
  team members, fair treatment of 255
  team norms 262
  seven steps for leaders 262
  teams 249, 275
    accountability 273
    cohesiveness 261–6
    consensual decision making 259–60
    cultural diversity 273–4
    effective groups 251
    individual needs level 250–1
    IQ 252, 253
    maintenance level 251
    performance and cohesiveness 261–6, 275
    roles and role dynamics 262–3
    and their effectiveness 251–3, 275
    types of 266–72, 275–6
    versus groups 250–1
    X-teams 265–6
  team task level 251
  teamwork 253
    in defence forces 248
  teamwork activities 257
    timing and location of 260–1
    and training 257–60
  technical design problem 537
  technological change 533
  technological imperative 289
  technology 221, 289–90
    and decision making 475
    definition 289
  telecommuting 27
  teleworking 190, 193, 197, 199
  telework principles 193
  telling style 412
  temporary formal work groups 212
  ten rules for team leaders 256
  Thematic Apperception Test (TAT) 92
  thinkers 10
  Thomas, Kenneth 508
  Thompson, James D. technology classification model 289
  Thornton, Grant 461
  time-income trade-offs 192
  TMTs see top-management teams
  Toga Hospitality’s Rachel Argaman 326
  top-down approach to change 539–40
  top management groups 251
  top-management teams (TMTs) 422–3
    approach 421
  total integration stage 229
  total quality management (TQM) 296
  TQM see total quality management
  traditional leadership approaches 1
  traditional work values 14
  trait theory 404
  transactional leadership
    approaches 415–18
    transformational leaders 429
  transformational leadership 415, 416, 428, 429
    approaches 415–18
    transmission 494
  triability change 543
  triple bottom line 431, 432
  trust 11, 149
    empowerment in Chinese hotels 258
    and managerial influence 393
    trust in teams 273
  Tsamis, Georgia 271
  Tuckman’s model 228, 229
    stages of 228–30
  turnover 62
  Twitter 299, 492, 499
  two-factor theory 93–8, 144
    job enrichment strategies 170
  two-party negotiation 513
  two-tier organisational approach 350
  uncertain environments 456
  uncertainty avoidance 19
  Undercover Boss 326–7
  unfreezing 555, 556
  ‘Unifiedinbox.com’ 463
  United Nations’ Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) 24
  unity of command 302
  university students 473–4
  unplanned change 529–30
  upward influence 380
  utilitarianism 476
  utilitarian outcomes 392
  valence 102
  valence of work outcomes 104
  value-added managers 11
  value-adding human capital 22
  value congruence 56
  values 56–9, 254
    attitudes 56
    definition 56
    incongruencies 56
    linking actions and 342–3
    and organisational culture 332, 342–3
    patterns and trends in 56–9
    shared 334, 335, 353–4
    sources and types of 56
    top nine work-related 58–9
  value schema classification 56
  vertical conflict 506
  vertical leadership 421
  vertical loading 169
  vertical specialisation 301–2, 321
  Victorian bushfire 485–6
  videoconferencing 270, 511
  Vincent, Kevin 260
  virtual offices 193
  virtual organisations 309, 320
  virtual team 270–2
    intelligence 271
  virtual workplaces 195
  virtue ethics 476
  visionary factors 415
  VMware public cloud service 2006 528
Vodafone Group 7
voice over internet protocols (VoIP) 193
VoIP See voice over internet protocols voluntary reduced work time (V-Time) 192–3
Vroom, Victor decision making 466
expectancy theory 98, 101–4 research 104
V-Time See voluntary reduced work time

wage earners 22
Warehouse, The 7
Weber, Max 312
Wesfarmers 316
WILB See workplace internet leisure browsing
WLB See work-life balance
Wojcicki, Susan 548
women in labour force, rate of participation 21
women in management 46–7
women in workforce 18, 22
boys’ clubs 389
physical abilities 47–8
transformational leadership 415–18
Wong, Alan 258
Woodward, Anthony 528
Woodward, Joan, technology classification model 289, 290
Woomera detention centre 370–2
work behaviour learning as a modification of 125–31
reinforcement strategies 131–41
work burnout 184–8
reduction strategies 188
work composure 66
work effort–motivation cycle 86
work flow interdependency 236–7, 497, 506
workforce ageing 83–4
casualisation of 26
diversity 18, 223
mobility 84–5
motivation and empowerment 81–7
nature of 18
working remotely from office 190
work–life balance (WLB) 23, 184, 187–8
work motivation challenge 85–7
definition of 81
work, nature of 16
work performance ethnicity perceptions 46, 70
gender perceptions 70
workplace dress codes 341–2
social media and 499–500
workplace bullying 367–8
workplace diversity 54–5, 71
countercultures 338
implementing management programs 55
workplace internet leisure browsing (WILB) 299
workplaces 215
cultural diversity 338
dress codes 341
of future 27
negative work experiences 11
stereotypes of age and performance 68–9
stereotypes of ethnic workforce 70
workplace stress 388–9, 553
work stress 184–8
work teams 10
future challenges for 272–4, 276
work unit 10
X-teams 265–6
Yammer 299
Yetton, Philip, decision making 466
young professionals 63
YouTube 499
Yukl, Gary 379, 415, 437
zone of indifference 375–6, 380