Contents

Chapter 1 MANAGEMENT AND ORGANIZATIONAL BEHAVIOR 1

Learning About Organizational Behavior  2
Ethics and Organizational Behavior  3
A Historical Framework for the Study of Management and OB  5
  Early Management  7
  Classical Management  8
  Neoclassical Management and Organization Theory  12
  Modern Management and Organization Theory  15
Societal Change and Organizational Behavior  20
  OB and Advanced Information and Manufacturing Technologies  20
  The Quality Movement  25
  Discontent, Cynicism, and Fear in the Workplace  26
  Sociodemographic Diversity in the Workplace  29
Fads and Foibles in Management  31
Conclusion  32
Notes  33

Chapter 2 PERCEPTION, ATTITUDES, AND INDIVIDUAL DIFFERENCES 41

Basic Internal Perceptual Organizing Patterns  42
  Gestalt Psychology  42
External Factors in Perception  44
Social and Interpersonal Perception  45
  Schemas and Scripts  45
  Perceptual Distortion  46
  Attribution Theory  49
Perception and Individual Differences  51
  Personality  52
  Self-Concept  54
  Perception, Individual Differences, and Decision Making  55
Attitudes and Attitude Formation  57
Contents

Attitude Formation 58
Attitude Change 58
Emotional Intelligence 61
Conclusion: The Social Context of Judgment and Choice 62
Notes 63

Chapter 3  MOTIVATION 70

Managerial Assumptions about Human Nature 70
Static-Content Theories of Motivation 72
  Maslow’s Hierarchy of Needs 72
  Alderfer’s ERG Theory 74
  McClelland’s Theory of Socially Acquired Needs 74
  Needs and Goal Orientation 75
  Herzberg’s Motivator-Hygiene Theory 76
  Managerial Application: Work Design and Job Enrichment 78
Process Theories of Motivation 81
  Expectancy Theory 82
  Path-Goal Theory of Motivation 84
  Goal-Setting Theory 84
  Managerial Application: Management by Objectives 86
Environmentally Based Theories of Motivation 86
  Operant Conditioning and Reinforcement Theory 87
  Managerial Application: Organizational Behavior Modification 88
  Punishment and Discipline 89
  Social Comparison Theory 90
Intrinsic and Extrinsic Rewards and Motivation 93
  Managerial Application: Gainsharing 94
Motivation and the Psychological Contract 95
  Managerial Application: Gainsharing 94
Choosing an Appropriate Motivational Model 98
  Contrasting Motivation and Learning 99
Conclusion 99
Notes 100

Chapter 4  COMMUNICATION 112

The Communication Process 112
Interpersonal Communication 114
  Communication Modes 115
  Barriers to Effective Communication 120
  Improving Interpersonal Communication 122
Organizational Communication 125
  Knowledge Management 125
  Communication Networks 128
  Organizational Symbols and Rituals 132
  In-House Publications 132
Contents

Communication Roles 133
Media Richness and Communication Effectiveness 135
Envisioning and Communicating Organizational Change 138
Ethics in Organizational Communication 139
Conclusion 140
Notes 140

Chapter 5  GROUP DYNAMICS  148
Types of Groups 148
   Primary and Secondary Groups 149
   Formal and Informal Groups 149
   Heterogeneous and Homogeneous Groups 150
   Interacting and Nominal Groups 150
   Permanent and Temporary Groups 152
Basic Attributes of Groups 152
   Individual and Group Status 153
   Roles 153
   Norms 155
   Cohesiveness 156
   Group (Organizational) Commitment 158
   Groupthink 158
   Choice-Shift (Risky-Shift) Phenomenon 160
   Social Loafing 161
Group Process and Development 162
   Group Development 162
   Group and Organizational Socialization 165
   Observation of Group Process 167
Conclusion 171
Notes 172

Chapter 6  WORK TEAMS AND INTERGROUP RELATIONS: MANAGING COLLABORATION AND CONFLICT  179
Work Teams 179
   Managing Teams 180
   Teams and Social Identity Theory 181
   Trust Building and Teamwork 182
   Teams in Action 183
   Virtual Teams 188
   Team Conflict 193
Intergroup Relations 193
   Group Interdependence 194
   Intergroup Conflict 196
Conclusion: Implications for Managers 200
Notes 202
Contents

Chapter 7  LEADERSHIP, POWER, AND THE MANAGER  208

Leadership and Power  209
  Power and Authority  209
  Types of Power  210
  The Need for Power in Managerial Performance  211
Theories of Leadership  212
  Trait Theory  212
  Behavioral and Functional Theories  214
  Contingency Theories  221
  Attribution Theory  228
  Leader-Member Relations  229
Leadership and Management  230
  Mintzberg's Managerial Role Set  231
  The Role of the General Manager  232
  Implications for Management and Leadership  233
  Substitutes for Leadership as Supervision  234
  Transformational Leadership and Organizational Change  237
  Gender, Power, and Leadership  240
Leadership: A Synthesis  241
Notes  243

Chapter 8  MACRO-ORGANIZATIONAL BEHAVIOR: THE ORGANIZATION'S ENVIRONMENT  251

Organizational Environment  251
  Defining Organizational Environment  252
  Environmental Change and Uncertainty  256
Organization-Environment Relations  261
  Controlling the Environment  261
The International Environment  266
  Globalization and Organizational Behavior  267
  Transferability of Management Practices  269
  Societal Culture and Management  271
Conclusion  274
Notes  275

Chapter 9  ORGANIZATION STRUCTURE AND DESIGN  282

Organizational Structure  283
  Complexity  284
  Formalization  286
  Centralization  286
  Key Organization Structure Challenges  286
  Determinants of Structure  291
Contents  

Organization Design  297
   Simple Structure  298
   The Functional Organization  299
   The Divisionalized Form  301
Adhocracy  301
   Market-Based, Network Organizational Forms  307
Conclusion  312
Notes  314

Chapter 10  ORGANIZATIONAL CULTURE AND EFFECTIVENESS  320

Organizational Culture  320
   Uniqueness of Organizational Cultures  322
   Objective and Subjective Organizational Culture  323
   Organizational Subcultures  324
   Summary  325
   Diagnosing Organizational Culture  325
   Culture Change in Organizations  328
   Culture as Sustained Competitive Advantage  334
   Ethical Considerations and Organizational Culture  334
   Organizational Climate  335
Organizational Effectiveness  336
   One-Dimensional Views of Effectiveness  336
   Competing Values and Organizational Effectiveness  339
Conclusion  342
Notes  342

Chapter 11  ORGANIZATION DEVELOPMENT AND CHANGE  348

Organization Development  348
   Laboratory Training  349
   Survey Research and Feedback  349
   Sociotechnical Systems  352
   The Nature of Organization Development  353
   Intervention Strategies and Change  361
Managing Organization Change  368
   Changemakers  369
   Approaches to Organizational Change  369
   Enabling Large-Scale Organization Change  371
   Interventions and Organizational Politics  372
   Resistance, Support, and Coping with Change  373
   Organizational Downsizing, Retrenchment, and Resizing  376
Conclusion  379
Notes  379
xiv Contents

Appendix A THE RESEARCH PROCESS IN ORGANIZATIONAL BEHAVIOR 389

Appendix B STATISTICAL ANALYSIS 416

Appendix C HOW TO READ A RESEARCH-ORIENTED JOURNAL ARTICLE 430

Index 453