

McGRAW-HILL INTERNATIONAL EDITION

contents

reface xvi part 1 Introduction		MARS Model of Individual Behavior and Results 24
		Employee Motivation 24
		Ability 24 Role Perceptions 25
TOBER MEN	Introduction to Organizational Behavior 2 The Field of Organizational Behavior 3	Role Perceptions 25 Situational Factors 25 Types of Individual Behavior in Organizations 25 Task Performance 25
	Why Study Organizational Behavior? 4 Organizational Behavior Trends 5 Globalization 5 The Changing Workforce 6	Exhibiting Organizational Citizenship 26 Counterproductive Work Behaviors 26 Joining and Staying with the Organization 27
	Evolving Employment Relationships 7 Virtual Work 8 Workplace Values and Ethics 9	Maintaining Work Attendance 27 Values in the Workplace 27 Types of Values 28
	The Five Anchors of Organizational Behavior 10 The Multidisciplinary Anchor 10 The Systematic Research Anchor 11 The Contingency Anchor 11	Values and Individual Behavior 29 Values Congruence 30 Values across Cultures 30 Individualism and Collectivism 31 Power Distance 31
	The Multiple Levels of Analysis Anchor 11 The Open Systems Anchor 11 Knowledge Management 13	Other Cross-Cultural Values 32 Ethical Values and Behavior 33 Three Ethical Principles 33
	Knowledge Management Processes 13 Organizational Memory 14 The Journey Begins 15	Moral Intensity, Ethical Sensitivity, and Situational Influences 34 Supporting Ethical Behavior 34
	>chapter summary 15 >key terms 16 >critical thinking questions 16	Personality in Organizations 35 Personality and Organizational Behavior 36
	>skill builders 17	The Big Five Personality Dimensions 36 Myers-Briggs Type Indicator 37 >chapter summary 38
>part 2		>key terms 39
Individual Behavior and Processes		>critical thinking questions 39 >skill builders 40
	a	Dercentions and Learning

in Organizations 44

The Perceptual Process 45

[x]

Individual Behavior, Values,

and Personality 21

Perceptual Organization	Organizational Commitment 77
and Interpretation 46	Consequences of Organizational
Social Identity Theory 46	Commitment 77
Perceiving Others through Social Identity 47	Building Organizational Commitment 78
· ·	Work-Related Stress and Its Management 79
Stereotyping in Organizational Settings 48	General Adaptation Syndrome 79
Problems with Stereotyping 48	Stressors: The Sources of Stress 80
Attribution Theory 49	Individual Differences in Stress 81
Attribution Errors 50	Managing Work-Related Stress 82
Self-Fulfilling Prophecy 50	>chapter summary 84
Contingencies of Self-Fulfilling Prophecy 51	>key terms 85
Improving Perceptions 52	>critical thinking questions 85
Meaningful Interaction 52	>skill builders 85
Mutual Understanding: The Johari Window 53	Employee Motivation: Foundations and Practices 90
Learning in Organizations 54	
Behavior Modification: Learning through Reinforcement 55	Employee Needs and Drives 92 Maslow's Needs Hierarchy Theory 92
ABCs of Behavior Modification 55	Four-Drive Theory 93
Contingencies of Reinforcement 55	Expectancy Theory of Motivation 96
Schedules of Reinforcement 56	Expectancy Theory in Practice 97
Evaluating Behavior Modification 56	Goal Setting and Feedback 98
Social Learning Theory: Learning	Characteristics of Effective Goals 98
by Observing 57	Characteristics of Effective Feedback 99
Learning through Experience 58	Equity Theory 100
Experiential Learning in Practice 59	Equity Evaluation 100
>chapter summary 59	Motivation to Reduce Inequity Feelings 101
>key terms 60	Evaluating Equity Theory 102
>critical thinking questions 61	Job Design 102
>skill builders 61	Job Design and Work Efficiency 103
	Job Design and Work Motivation 103
Workplace Emotions, Attitudes,	Job Enrichment 105
and Stress 66	Empowerment Practices 106
Emotions in the Workplace 67	Supporting Empowerment 106
Emotions, Attitudes, and Behavior 68	>chapter summary 107
Managing Emotions at Work 71	>key terms 108
Emotional Display Norms across	>critical thinking questions 108
Cultures 71	>skill builders 109
Emotional Dissonance 72	
Emotional Intelligence 73	Individual Decision Making 112
Job Satisfaction 75	Rational Choice Paradigm of Decision

Making 113

Job Satisfaction and Work Behavior 75

Team Composition 138

Identifying Problems and Opportunities 115	Team Processes 138
Problems with Problem Identification 115	Team Development 139
Identifying Problems and Opportunities More Effectively 116	Team Norms 139 Team Roles 141
Evaluating and Choosing Alternatives 116	Team Cohesiveness 141
Problems with Goals 116	The Trouble with Teams 143
Problems with Information Processing 117	Social Loafing 143
Problems with Maximization 117	Self-Directed Work Teams 144
Emotions and Making Choices 118	Self-Directed Work Team Effectiveness
Intuition and Making Choices 118	and Challenges 144
Making Choices More Effectively 119	Virtual Teams 145
Evaluating Decision Outcomes 119	Why Companies Form Virtual Teams 146
Evaluating Decision Outcomes More	Improving Virtual Team Performance 146
Effectively 120	Team Decision Making 147
Employee Involvement in Decision Making 120	Constraints on Team Decision Making 147
Contingencies of Employee Involvement 121	Team Structures to Improve Creativity and Decision Making 148
Creativity 122	>chapter summary 150
The Creative Process Model 122	>key terms 151
Characteristics of Creative People 123	>critical thinking questions 151
Organizational Conditions Supporting Creativity 123	>skill builders 152
Activities That Encourage Creativity 124	
>chapter summary 125	Communicating in Teams
>key terms 126	and Organizations 156
>critical thinking questions 126	A Model of Communication 158
>skill builders 127	Communication Channels 159 Verbal Communication 159
	Electronic Communication 159
part 3	Nonverbal Communication 161
Toom Drooppoo	Media Richness 161
Team Processes	Communication Barriers (Noise) 162
Team Dynamics 132	Language Barriers 163
Teams and Groups 133	Information Overload 163
Why Rely on Teams? 134	Cross-Cultural Communication
Why People Belong to Informal Groups 135	Barriers 164
A Model of Team Effectiveness 135	Gender Differences in Communication 164
Organizational and Team Environment 136	Improving Interpersonal Communication 165
Team Design Features 137	Getting Your Message Across 165
Task Characteristics 137	Active Listening 166
Task Characteristics 137 Team Size 137	Communicating in Organizational
ream size 151	Hierarchies 167

Workspace Design 167

		[volitorito]
	E-Zines, Blogs, and Wikis 167	Manifest Conflict 196
	Employee Surveys 168	Conflict Outcomes 197
	Direct Communication with Top	Sources of Conflict in Organizations 198
	Management 168	Incompatible Goals 198
	Communicating through the Grapevine 168	Differentiation 198
	Grapevine Characteristics 169	Task Interdependence 199.
	Grapevine Benefits and Limitations 169	Scarce Resources 199
	>chapter summary 169	Ambiguous Rules 199
	>key terms 170	Communication Problems 200
	>critical thinking questions 171 >skill builders 171	Interpersonal Conflict Management Styles 200
9	Power and Influence in the	Choosing the Best Conflict Management Style 202
	Workplace 174 The Meaning of Power 175	Cultural and Gender Differences in Conflict Management Styles 202
	Sources of Power in Organizations 176 Legitimate Power 176	Structural Approaches to Conflict Management 203
	Reward Power 177	Emphasizing Superordinate Goals 203
	Coercive Power 177	Reducing Differentiation 203
	Expert Power 177	Improving Communication and Understanding 203
	Referent Power 178	Reducing Task Interdependence 205
	Information and Power 178	Increasing Resources 205
	Contingencies of Power 179	Clarifying Rules and Procedures 205
	Substitutability 179	Third-Party Conflict Resolution 205
	Centrality 179	Choosing the Best Third-Party Intervention
	Discretion 179	Strategy 206
	Visibility 180	>chapter summary 207
	Networking and Power 180	>key terms 207
	Influencing Others 180	>critical thinking questions 208
	Types of Influence Tactics 181	>skill builders 208
	Consequences and Contingencies of Influence Tactics 184	
	Influence and Organizational Politics 186	Leadership in Organizational
	Conditions Supporting Organizational	Settings 212
	Politics 186	Perspectives of Leadership 214
	>chapter summary 187	Competency (Trait) Perspective
	>key terms 188	of Leadership 214
	>critical thinking questions 189	Behavioral Perspective of Leadership 216
-41	>skill builders 189	Choosing Task- versus People-Oriented Leadership 217
	Conflict Management 194	Contingency Perspective of Leadership 217
	The Conflict Process 195	Path-Goal Theory of Leadership 217
	Conflict Perceptions and Emotions 196	Leadership Substitutes 220

Transformational Perspective of Leadership 221 Transformational versus Transactional Leadership 221 Transformational versus Charismatic Leadership 221	>chapter summary 247 >key terms 248 >critical thinking questions 248 >skill builders 248
Elements of Transformational Leadership 222 Evaluating the Transformational Leadership Perspective 224 Implicit Leadership Perspective 224 Cross-Cultural and Gender Issues in Leadership 225	Content of Organizational Culture 254 Content of Organizational Culture 254 Organizational Subcultures 255 Deciphering Organizational Culture through Artifacts 255 Organizational Stories and Legends 255
>chapter summary 225>key terms 226>critical thinking questions 226>skill builders 227	Rituals and Ceremonies 256 Organizational Language 256 Physical Structures and Symbols 256 Organizational Culture and Performance 257 Organizational Culture: Strength
part 4 Organizational Processes Organizational Structure 232	and Fit 257 Adaptive Cultures 258 Merging Organizational Cultures 258 Bicultural Audit 259
Division of Labor and Coordination 233 Division of Labor 234 Coordinating Work Activities 234 Elements of Organizational Structure 236 Span of Control 236 Centralization and Decentralization 237 Formalization 237 Mechanistic versus Organic	Strategies to Merge Different Organizational Cultures 259 Changing and Strengthening Organizational Culture 260 Strengthening Organizational Culture 261 Organizational Socialization 262 Stages of Socialization 263 Improving the Socialization Process 264
Structures 238 Forms of Departmentalization 238 Simple Structure 239 Functional Structure 239 Divisional Structure 240 Matrix Structure 241 Team-Based Structure 243	>chapter summary 265 >key terms 266 >critical thinking questions 266 >skill builders 267 Organizational Change 270 Lewin's Force Field Analysis Model 271
Contingencies of Organizational Design 244 External Environment 244 Organizational Size 245 Technology 246 Organizational Strategy 246	Restraining Forces 272 Unfreezing, Changing, and Refreezing 274 Creating an Urgency for Change 274 Reducing the Restraining Forces 275 Refreezing the Desired Conditions 277

Strategic Visions and Change Agents 278 Change Agents 278 Three Approaches to Organizational Change 278 Action Research Approach 278 Appreciative Inquiry Approach 280 Parallel Learning Structure Approach 282 Cross-Cultural and Ethical Issues in Organizational Change 282 Organizational Behavior: The Journey Continues 283 >chapter summary 283 >kev terms 284 >critical thinking questions 284

>skill builders 285

Video Summaries 297
Glossary 301
End Notes 307
Photo Credits 341
Company Index 343
Name Index 345
Subject Index 365
URL Index 365