



Ivancevich • Konopaske • Matteson

Organizational Behavior and Management

Eighth Edition



**This
International
Student Edition
is for use
outside of
the U.S.**

McGraw-Hill International Edition



Contents

Preface xii

PART ONE

THE FIELD OF ORGANIZATIONAL BEHAVIOR 1

Chapter 1

Introduction to Organizational Behavior 3

Environmental Forces Reshaping Management Practice 5

The Origins of Management 9

The Importance of Studying Organizational Behavior 10

Leaders and Organizational Behavior 11

The Hawthorne Studies 13

Framing the Study of Organizational Behavior 14

The Organization's Environment 14

The Individual in the Organization 16

Group Behavior and Interpersonal Influence 17

Organizational Processes 19

Communication Process 19

Decision-Making Process 19

Leadership Process 20

Organizational Structure 20

Organizational Change and Innovation Processes 21

Effectiveness in Organizations 21

Systems Theory and the Time Dimension of Effectiveness 23

Time-Based Criteria 24

Summary of Key Points 27

Review and Discussion Questions 27

Exercise 28

Case 30

Chapter 2

Organizational Culture 33

Culture and Societal Value Systems 34

Organizational Culture 35

Organizational Culture Defined 36

Organizational Culture and Its Effects 37

Creating Organizational Culture 40

Influencing Culture Change 42

Sustaining the Culture 43

Socialization Stages 43

Characteristics of Effective Socialization 45

Mentoring 46

Cultural Diversity 48

Spirituality and Culture 51

Summary of Key Points 53

Review and Discussion Questions 54

Exercises 55

Case 57

PART TWO

UNDERSTANDING AND MANAGING INDIVIDUAL BEHAVIOR 59

Chapter 3

Individual Differences and Work Behavior 61

Why Individual Differences Are Important 61

The Basis for Understanding Work Behavior 63

Individual Differences Influencing Work Behavior 64

Heredity Factors 64

Abilities and Skills 65

Attitudes 67

Personality 72

Personality and Behavior in Organizations 74

Summary of Key Points 80

Review and Discussion Questions 81

Exercise 82

Case 84

Chapter 4

Perceptions, Attributions, and Emotions 85

The Perceptual Process 85

Perceptual Grouping 89

Stereotyping 90

Selective and Divided Attention 91

Halo Effect 92

Similar-to-Me Errors 92

Situation Factors 92

Needs and Perceptions 92

Attribution Theory 93

Impression Management	95
<i>An Interpersonal Process</i>	95
<i>A Model and Impression Management in Practice</i>	95
Emotions	97
<i>Examining Emotions</i>	97
<i>Primary Emotions</i>	97
<i>Expressions</i>	98
<i>Body Language: Mimicking</i>	98
<i>Facial Feedback</i>	98
<i>Emotional Labor</i>	99
Emotional Intelligence	99
<i>An Elusive Construct</i>	99
<i>Goleman's Theory of Emotional Intelligence</i>	101
<i>The Salovey and Mayer Theme</i>	101
<i>Success in Careers</i>	102
<i>The Next Generation of EI</i>	102
Summary of Key Points	102
Review and Discussion Questions	103
Exercises	104
Case	107
Chapter 5	
Motivation 109	
The Starting Point: The Individual	111
Content Approaches	112
<i>Maslow's Need Hierarchy</i>	113
<i>Alderfer's ERG Theory</i>	115
<i>Herzberg's Two-Factor Theory</i>	116
<i>McClelland's Learned Needs Theory</i>	119
<i>A Synopsis of the Four Content Theories</i>	120
Process Approaches	120
<i>Expectancy Theory</i>	121
<i>Equity Theory</i>	122
<i>Change Procedures to Restore Equity</i>	123
<i>Research on Equity</i>	124
<i>Goal Setting</i>	126
<i>Goal-Setting Research</i>	127
The Motivation and The Psychological Contract	129
Reviewing Motivation	130
Summary of Key Points	130
Review and Discussion Questions	132
Exercise	134
Case	134
Chapter 6	
Job Design, Work, and Motivation 137	
Job Design and Quality of Work Life	139
A Conceptual Model of Job Design	140
Job Performance Outcomes	140
<i>Objective Outcomes</i>	140
<i>Personal Behavior Outcomes</i>	140
<i>Intrinsic and Extrinsic Outcomes</i>	141
<i>Job Satisfaction Outcomes</i>	141
Job Analysis	142
<i>Job Content</i>	142
<i>Job Requirements</i>	142
<i>Job Context</i>	143
<i>Job Analysis in Different Settings</i>	143
Job Designs: The Results of Job Analysis	145
<i>Range and Depth</i>	146
<i>Job Relationships</i>	147
The Way People Perceive Their Jobs	148
<i>Job Characteristics</i>	148
<i>Individual Differences</i>	148
<i>Social Setting Differences</i>	149
Designing Job Range: Job Rotation and Job Enlargement	149
<i>Job Rotation</i>	149
<i>Job Enlargement</i>	150
Designing Job Depth: Job Enrichment	151
<i>Self-Managed Teams</i>	154
<i>Alternative Work Arrangements</i>	155
<i>Job Embeddedness and Job Design</i>	158
Total Quality Management and Job Design	158
Summary of Key Points	160
Review and Discussion Questions	161
Exercise	163
Case	164
Chapter 7	
Evaluation, Feedback, and Rewards 167	
Evaluation of Performance	167
<i>Purposes of Evaluation</i>	168
<i>Focus of Evaluation</i>	169
<i>Improving Evaluations</i>	170
Performance Evaluation Feedback	171
<i>Purpose of Evaluation Feedback</i>	171
<i>A Feedback Model</i>	172
<i>Multisource Feedback: A 360-Degree Approach</i>	172
Reinforcement Theory	174
<i>Reinforcement</i>	174
<i>Punishment</i>	175
<i>Extinction</i>	175
<i>Reinforcement Schedules</i>	175
A Model of Individual Rewards	176
<i>Intrinsic and Extrinsic Rewards</i>	178
<i>Extrinsic Rewards</i>	178

<i>Intrinsic Rewards</i>	180
<i>Rewards Interact</i>	180
<i>Administering Rewards</i>	181
Rewards Affect Organizational Concerns	183
<i>Turnover and Absenteeism</i>	183
<i>Job Performance</i>	184
<i>Organizational Commitment</i>	184
Innovative Reward Systems	185
<i>Skill-Based Pay</i>	185
<i>Broadbanding</i>	185
<i>Concierge Services</i>	187
<i>Team-Based Rewards</i>	187
<i>Part-Time Benefits</i>	188
<i>Gain-Sharing</i>	188
<i>Employee Stock Ownership Plans</i>	189
<i>Line of Sight: The Key Issue</i>	190
Summary of Key Points	190
Review and Discussion Questions	193
Exercises	193
Case	197

Chapter 8

Managing Misbehavior 201

The Management of Misbehavior	201
The Emergence in Management of the Study of Misbehavior	203
<i>Antecedents</i>	203
<i>Mediators</i>	203
<i>Outcomes</i>	205
<i>Costs</i>	205
<i>Management Interventions</i>	205
Selected Misbehaviors	206
<i>Sexual Harassment</i>	206
<i>Aggression and Violence</i>	207
<i>Bullying</i>	209
<i>Incivility</i>	210
<i>Fraud</i>	211
<i>Substance Abuse at Work</i>	211
<i>Cyberslacking</i>	213
<i>Sabotage</i>	214
<i>Theft</i>	215
Privacy	217
<i>E-Mail Privacy</i>	218
<i>The Organizational Threshold</i>	218
<i>Testing Policy</i>	218
Summary of Key Points	219
Review and Discussion Questions	219
Case	228

Chapter 9

Managing Individual Stress 223

What Is Stress?	223
Stress Model	226
Work Stressors: Individual, Group, and Organizational	226
<i>Individual Stressors</i>	226
<i>Group, Organizational and Nonwork Stressors</i>	229
<i>Cognitive Appraisal</i>	231
<i>Coping with Stress</i>	231
Stress Outcomes	232
<i>Individual Outcomes</i>	233
<i>Organizational Consequences</i>	236
Stress Moderators	237
<i>Personality</i>	237
<i>Type A Behavior Pattern</i>	238
<i>Social Support</i>	239
Stress Prevention and Management	239
<i>Maximizing Person-Environment Fit</i>	241
<i>Organizational Stress Prevention and Management Programs</i>	242
Summary of Key Points	246
Review and Discussion Questions	247
Exercise	248
Case	251
Part Two Video Cases	253

PART THREE

GROUP BEHAVIOR AND INTERPERSONAL INFLUENCE 257

Chapter 10

Groups and Teams 259

The Nature of Groups	261
An Integrated Model of Group Formation and Development	262
Types of Groups	262
<i>Formal Groups</i>	262
<i>Informal Groups</i>	263
Why People Form Groups	263
Stages of Group Development	264
<i>Forming</i>	264
<i>Storming</i>	265
<i>Norming</i>	265
<i>Performing</i>	265
<i>Adjourning</i>	265

Characteristics of Groups 266

- Composition* 266
- Status Hierarchy* 266
- Roles* 267
- Norms* 268
- Leadership* 269
- Cohesiveness* 270

End Results 272

Teams 273

- Types of Teams* 274
- Team Effectiveness* 277

Summary of Key Points 279

Review and Discussion Questions 280

Exercises 281

Case 287

Chapter 11**Managing Conflict and Negotiations 289**

A Contemporary Perspective on

Intergroup Conflict 290

- Functional Conflict* 291
- Dysfunctional Conflict* 291
- Conflict and Organizational Performance* 292
- Stages of Conflict* 293

What Causes Intergroup Conflict? 293

- Work Interdependence* 293
- Goal Differences* 294
- Perceptual Differences* 295

The Consequences of Dysfunctional

Intergroup Conflict 296

- Changes within Groups* 296
- Changes between Groups* 297

Managing Intergroup Conflict through Resolution 298

- Dominating* 298
- Accommodating* 300
- Problem Solving* 300
- Avoiding* 301
- Compromising* 301

Stimulating Constructive Intergroup Conflict 302

- Bringing Outside Individuals into the Group* 303
- Altering the Organization's Structure* 303
- Stimulating Competition* 304
- Making Use of Programmed Conflict* 304

Negotiations 304

- Win-Lose Negotiating* 305
- Win-Win Negotiating* 305

Negotiation Tactics 306

Increasing Negotiation Effectiveness 307

Using Third-Party Negotiations 307*Negotiating Globally* 308*Improving Negotiations* 309

Summary of Key Points 310

Review and Discussion Questions 311

Exercises 312

Case 315

Chapter 12**Power, Politics, and Empowerment 319**

The Concept of Power 319

Where Does Power Come From? 321

- Interpersonal Power* 321
- Structural Power* 323

Empowerment 326

Interdepartmental Power 327

- Coping with Uncertainty* 329
- Centrality* 329
- Substitutability* 329

The Illusion of Power 330

Political Strategies and Tactics 331

- Research on Politics* 332
- Playing Politics* 332
- Game Playing* 333
- Political Influence Tactics* 333
- Impression Management* 335

Ethics, Power, and Politics 336

Using Power to Manage Effectively 337

Summary of Key Points 340

Review and Discussion Questions 341

Exercises 342

Case 345

Part Three Video Case 346

PART FOUR**ORGANIZATIONAL PROCESSES 347****Chapter 13****Communication 349**

The Importance of Communication 349

The Communication Process 351

- How Communication Works* 351
- The Elements of Communication* 352
- Nonverbal Messages* 354

Communicating within Organizations 355

- Downward Communication* 355

Upward Communication 355
Horizontal Communication 356
Diagonal Communication 356
Communicating Externally 356
Information Richness 357
How Technology Affects Communication 358
 Internet/Intranet/Extranet 358
 Electronic Mail (e-mail) and Instant Messaging 358
 Voice Mail 359
 Videoconferencing and Teleconferencing 359
 Smartphones and Handheld Computers 360
 Electronic Meetings 360
Interpersonal Communication 361
Multicultural Communication 361
 Words 361
 Space 362
 Time 362
Barriers to Effective Communication 363
 Frame of Reference 363
 Selective Listening 364
 Value Judgments 364
 Source Credibility 365
 Filtering 365
 In-Group Language 365
 Status Differences 366
 Time Pressures 366
 Communication Overload 366
Improving Communication in Organizations 367
 Following Up 367
 Regulating Information Flow 367
 Utilizing Feedback 368
 Empathy 368
 Repetition 368
 Encouraging Mutual Trust 368
 Effective Timing 369
 Simplifying Language 369
 Using the Grapevine 370
Promoting Ethical Communications 370
 Competitive Intelligence 370
Summary of Key Points 372
Review and Discussion Questions 374
Exercise 374
Case 376

Chapter 14

Decision Making 381

Types of Decisions 382
A Rational Decision-Making Process 384
 Establishing Specific Goals and Objectives and
 Measuring Results 384

Problem Identification and Definition 385
Establishing Priorities 386
Consideration of Causes 387
Development of Alternative Solutions 387
Evaluation of Alternative Solutions 387
Solution Selection 388
Implementation 389
Follow-Up 389
Alternatives to Rational Decision Making 389
 Administrative Decision Making 389
 Intuitive Decision Making 390
Behavioral Influences on Decision Making 391
 Values 392
 Propensity for Risk 393
 Potential for Dissonance 394
 Escalation of Commitment 395
Group Decision Making 396
 Individual versus Group Decision Making 397
 Creativity in Group Decision Making 398
 Techniques for Stimulating Creativity 399
Summary of Key Points 402
Review and Discussion Questions 403
Exercises 405
Case 409

Chapter 15

Leadership 411

What Is Leadership? 411
 Is Leadership Important? 413
 Trait Approaches 414
Behavioral Approaches 416
 Job-Centered and Employee-Centered Leadership 416
 Initiating Structure and Consideration 417
 Why Trait and Behavioral Approaches Fall Short 417
Situational Approaches 418
 Fiedler's Contingency Leadership Model 418
 Vroom-Jago Leadership Model 420
 Path-Goal Leadership Model 423
 Hersey-Blanchard Situational Leadership Model 424
Comparing the Situational Approaches 426
Other Perspectives, Concepts, and Issues of
Leadership 427
 Charismatic Leadership 428
 Transactional and Transformational Leadership 430
 Coaching 433
Multicultural Leadership 434
 Cross-Cultural Research 434
Substitutes for Leadership 436
Summary of Key Points 437
Review and Discussion Questions 438

Exercises	441
Case	442
Part Four Video Case	446

PART FIVE

ORGANIZATIONAL DESIGN, CHANGE, AND INNOVATION 447

Chapter 16

Organizational Structure and Design 449

Designing an Organizational Structure	450
Division of Labor	451
Delegation of Authority	453
<i>Reasons to Decentralize Authority</i>	453
<i>Reasons to Centralize Authority</i>	454
<i>Decision Guidelines</i>	454
Departmental Bases	455
<i>Functional Departmentalization</i>	455
<i>Geographic Departmentalization</i>	456
<i>Product Departmentalization</i>	456
<i>Customer Departmentalization</i>	457
Span of Control	458
<i>Required Contact</i>	458
<i>Degree of Specialization</i>	458
<i>Ability to Communicate</i>	459
Dimensions of Structure	459
<i>Formalization</i>	459
<i>Centralization</i>	460
<i>Complexity</i>	460
Organizational Design Models	461
<i>The Mechanistic Model</i>	462
<i>The Organic Model</i>	464
<i>The Matrix Model</i>	465
Multinational Structure and Design	468
Virtual Organizations	470
<i>The Realities of Virtual Organizations</i>	470
<i>Boundaryless Organizations</i>	472
Summary of Key Points	473
Review and Discussion Questions	475
Exercise	475
Case	477

Chapter 17

Managing Organizational Change and Innovation 479

Alternative Change Management Approaches	481
<i>Managing Change through Power</i>	481

<i>Managing Change through Reason</i>	482
<i>Managing Change through Reeducation</i>	482
Learning Principles in Change Management	483
Change Agents: Forms of Intervention	484
<i>External Change Agents</i>	484
<i>Internal Change Agents</i>	484
<i>External-Internal Change Agents</i>	485
Resistance to Change	486
<i>Individual Resistance</i>	486
<i>Organizational Resistance</i>	487
<i>Strategies for Overcoming Resistance to Change</i>	488
A Model for Managing Organizational Change	489
Forces for Change	490
<i>External Forces</i>	490
<i>Internal Forces</i>	491
Diagnosis of a Problem	491
Selection of Appropriate Methods	492
<i>Structural Approaches</i>	493
<i>Task and Technological Approaches</i>	495
<i>People Approaches</i>	496
<i>Multifaceted Approaches</i>	500
<i>Appreciative Inquiry</i>	501
Impediments and Limiting Conditions	502
<i>Leadership Climate</i>	502
<i>Formal Organization</i>	503
<i>Organizational Culture</i>	503
Implementing the Method	503
Evaluating Program Effectiveness	504
How Effective Are Change Interventions?	505
Some Guidelines for Managing Change	505
Summary of Key Points	506
Review and Discussion Questions	507
Exercise	509
Case	511
Part Five Video Case	513

Appendix A:

Quantitative and Qualitative Research Techniques for Studying Organizational Behavior and Management Practice 513

Glossary 521

Endnotes 533

Indexes 573