

ORGANIZING & ORGANIZATIONS

FOURTH EDITION

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companion
website 



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1 Introduction: Organization and Organizing **1**

Where we argue that organizing is a set of social activities through which we try to make our lives more predictable, effective and stress-free. Yet, organizing is itself far from an orderly process, usually involving conflicts and compromises with others and a constant attempt to make sense of what is going on around us.

2 Entering and Leaving **13**

Where we explore the realities of joining an organization, becoming socialized and eventually moving on. Entering and leaving highlight the important role of organizational rituals. They also concern the politics of managing personal and organizational appearances, especially in recruitment and selection. Often the 'brochure' picture of an organization is a very partial, if not misleading, one.

3 Lifelong Learning **28**

Where we look at different kinds of knowledge and different learning styles, including narrative learning, learning from stories and experiences. We look at what stops people from learning, and the way that communities of practice may enhance the learning for their members. We talk about learning that seems to reside in the organization, and about learning which goes beyond the intellectual level; we also consider the possibilities of learning unhelpful lessons and of finding that some organizations may not allow you to learn in order to maintain existing power relations.

4 Motives and Motivating **49**

Where we examine why the idea of motivation has become so popular in organizations and whose interests it serves. We refer to some traditional psychological theories of motivation at work, but argue that searching for a motive is full of pitfalls; often many possible motives are at play. But more than that, the language or discourse of 'motivation' often owes more to cultural and social factors than to the existence of 'deep' psychological needs.

5 Rules are Rules

63

Where we examine the formal, bureaucratic rules of organizations and ask whether these are rational or not. Rules are part of the political process aimed at controlling what people do and how. Yet, the interpretation and enforcement of rules is itself part of the political processes of organizations whereby rules may be bent, ignored or violated.

6 Buildings and Organizing

81

Where we look at what physical buildings do for the process of organizing and what they tell us about the organizations they house. We argue that an organization's physical environment is far-reaching and that changes in this environment can generate resistance, both political and emotional.

7 Leading

98

Where we ask why we seem to know so little that is definite about leadership, despite many years of work on it. We look at some of the different ways in which leadership has been studied, and then at some of the different roles acted out in leadership relations.

8 Politics and Deals

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Where we reveal politics as core to the very essence of organizational life. Political behaviour stems from inevitable differences in outlook, in resources, in personalities, in interests, in power and in organizational position or role. Some politics can be benign in effect, others beneficial or creative, and still others conflictual or destructive.

9 Influence and Power

132

Where we explore what constitutes power and influence in organizations; where power is used or abused, constructive or disruptive. Power is closely linked to politics. It is not only about how high one is in the organizational pyramid, but concerns the networks fostered, the rarity of one's knowledge or skills, and the crafting of appearances and language.

10 Us and Them

149

Where we look closely at groups, teams and teamwork in organizations. We try to establish the conditions under which groups can add value to organizations generating synergies and unleashing creativity and examine why groups lapse into dysfunctional behaviour.

11 Being Different?

163

Where we look at the ways that people differ from each other both as a source of variety and excitement but also of anxiety and fear. We look at the roles of language and identity in the way that differences are seen, at stereotyping and at the importance of leadership in handling differences.

12 Morals

179

Where we discuss how and why morality becomes defined, institutionalized and, at times, perverted in organizations. From small acts of kindness and compassion to massive frauds and corruption, organizations are testing grounds for moral conduct. We examine the power of an organization to press its employees into ethically dubious actions and how this can be resisted.

13 Greening

196

Where we look at the way organizations have responded to the growing alarm about global environmental damage. We peek inside the corporate boardroom to see the ways that environmental precautions are sometimes eagerly embraced, while at other times ignored or evaded. The extent to which outside influences can make a difference is explored, such as green pressure groups, shareholders and governments.

14 Machines and Routines

213

Where we examine technology as a vital resource which presents many exciting possibilities but also creates numerous challenges for managers and other members of organizations. Technology, we argue, is not just tools and machines but involves recipes, techniques and knowhow. We examine some of the meanings that machines and technology have in our lives and some of the emotions they stir up.

15 Innovation and Change

231

Where we look at the processes by which organizations innovate, and at the role of the innovator. We consider some of the reasons why innovations succeed or fail, and the relationship with creativity. We look at how organizations change, and at why different people love or hate change. We discuss change management, organization development and action research.

16 Feelings

249

Where we argue that working with our own and others' emotions is central to management processes and to interpersonal communication. They underpin decision and negotiation processes and the very quality of working life. We examine how emotion has become commodified in service work 'with a smile' and the consequences for the worker. We also take a critical look at some emotion fashions, such as emotional intelligence.

Where we discuss the important topic of sex in organizations. People take their sexuality to work with them, and this can make for excitement and passion but also for harassment and discrimination. We discuss the ambiguity and hypocrisy that can be involved. We look at the role of gender in organizational politics, and finally at the under-discussed area of male sexuality.

18 Serious Joking

280

Where we acknowledge that joking can be very important in organizations, and that it can be a form of control and discipline as well as a source of fun. Jokes are important for bonding, but can also be used to to exclude, stereotype or humiliate individuals or groups. Finally jokes may also be used to puncture some of the official beliefs and values of an organization, highlighting that organizational life is unpredictable and, at times, even unmanageable.

19 Virtuality

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Where we look at the increasing importance of virtual teams and organizations. These have often been enabled by technology, but the human side of them is no less important than with other organizations. We consider the freedom, loneliness, issues of trust, openness to exploitation and pressure to keep large numbers of conversations running simultaneously, all of which can be features of virtuality.

20 Career Shifts

305

Where we examine the shifting patterns of careers, assessing how a career becomes part of many individuals' sense of identity and selfhood. We also look at the glass ceiling that inhibits the careers of many women and examine why a work-life balance can be hard to achieve with the growth of dual careers, long hours of work, and fragmented patterns of employment.

21 Producing and Consuming

316

Where we study consumption, not only as a means to stay alive, but also as an avenue to pleasure, meaning and social esteem. The consumer, we argue, has now become an integral part of organizations, with organizational success and survival depending on customer service. We look at how consumers affect the work experiences of organizational members who deal with them directly or indirectly.

22 Working and Living

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Where we explore the relation between 'home' and 'work' as well as the relation between paid and unpaid work. We investigate why many of today's organizations expect a 24/7 commitment from their staff and assess the effects of those demands

for family life. We also address how today's fragmented careers may make it difficult for people to develop a coherent story of either their working or their family life.

23 Learning and Organizing in Uncertain Times 346

Where we consider how the learning with this book can be taken forward. We argue that life in and out of organizations is too complex, calling for lifelong learning rather than rigid theories and formulas. Success, both at the individual and organizational levels, comes to those who are not prisoners of their earlier achievements, but those who can engage the situations facing them with flexibility and practical acumen. We give a range of specific suggestions on how to take this subject further.

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