

Steven L.
McSHANE

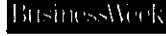

Mary Ann
VON GLINOW

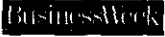



Emerging
realities
for the
workplace
revolution

Organizational
BEHAVIOR

CONTENTS

Preface	xx	Knowledge sharing	22
		Knowledge utilization	23
		Organizational memory	23
Part One		The Journey Begins	24
Introduction		CONNECTIONS 1.2:	
		“Knowledge Mapping	
		at Hewlett-Packard”	24
Chapter One		<i>Chapter Summary</i>	25
Introduction to the Field of		<i>Key Terms</i>	25
Organizational Behavior	2	<i>Discussion Questions</i>	26
The Field of Organizational Behavior	4	<i>Case Study: “An Untimely Incident at Ancol Corp.”</i>	26
What are organizations?	4	 <i>Case Study: “Knowledge</i>	
Why study organizational behavior?	6	<i>Management: Taming the Info Monster”</i>	27
Emerging Trends in Organizational Behavior	7	 <i>Video Case: “Southwest Airlines”</i>	28
Globalization	7	<i>Team Exercise: “Developing Knowledge</i>	
The changing workforce	8	<i>from Mistakes”</i>	28
Emerging employment relationships	10	<i>Self-Assessment Exercise: “It All Makes Sense?”</i>	29
FAST@MPANY ONLINE:			
“Living in a Free Agent Nation”	11		
Information technology and OB	12		
Teams, teams, and more teams	13		
Business ethics	14		
The Five Anchors of Organizational Behavior	14		
The multidisciplinary anchor	15		
The scientific method anchor	16		
The contingency anchor	16		
The multiple levels of analysis anchor	17		
The open systems anchor	17		
Knowledge Management	19		
CONNECTIONS 1.1:			
“British Airways Flies High with			
Systems Thinking”	19		
Intellectual capital	20		
Knowledge management processes	20		
Knowledge acquisition	20		
		Part Two	
		Individual Behavior	
		Chapter Two	
		Individual Behavior and	
		Learning in Organizations	30
		Model of Individual Behavior	
		and Performance	32
		Employee motivation	33
		Ability	33
		Role perceptions	34
		Situational contingencies	35
		Types of Work-Related Behavior	35
		Joining the organization	36
		Remaining with the organization	36
		Maintaining work attendance	37

CONNECTIONS 2.1:		<i>Team Exercise: "Task Performance Exercise"</i>	60
"Fighting Absenteeism at Chrysler, Honda, and Toyota"	38	<i>Self-Assessment Exercise: "Assessing Your Self-Efficacy"</i>	61
Performing required tasks	39		
Exhibiting organizational citizenship	39		
Learning in Organizations	40		
Learning explicit and tacit knowledge	40		
Behavior Modification: Learning through Reinforcement	41		
A-B-C's of behavior modification	42		
Contingencies of reinforcement	43		
Schedules of reinforcement	44		
Shaping complex behavior	46		
Behavior modification in practice	46		
Learning through Feedback	47		
Feedback sources	47		
Giving feedback effectively	49		
FASTCOMPANY ONLINE:			
"Fannie Mae Executive Uses 'Spotters' to Get Great Feedback"	49		
Seeking feedback	50		
Ethics of employee monitoring	51		
Social Learning Theory: Learning by Observing	51		
Behavior modeling	51		
Learning behavior consequences	52		
Self-reinforcement	53		
Learning through Experience	53		
Practicing learning through experience	54		
CONNECTIONS 2.2:			
"Action Learning at Britvic and Carpenter Technology"	55		
<i>Chapter Summary</i>	56		
<i>Key Terms</i>	56		
<i>Discussion Questions</i>	57		
<i>Case Study: "Pushing Paper Can Be Fun"</i>	57		
 <i>Case Study: "How'm I Doing? No, Really!"</i>	58		
 <i>Video Case: "Workplace Perks: More Companies Provide Fitness"</i>	59		
		Chapter Three	
		Foundations of Employee Motivation	64
		Content Theories of Motivation	67
		Maslow's needs hierarchy theory	67
		Alderfer's ERG theory	68
		Herzberg's motivator-hygiene theory	69
		FASTCOMPANY ONLINE:	
		"Who Says That Money Doesn't Motivate?"	70
		McClelland's theory of learned needs	71
		Practical implications of content motivation theories	73
		Process Theories of Motivation	74
		Expectancy Theory of Motivation	74
		Expectancy theory model	74
		CONNECTIONS 3.1:	
		"Fulfilling Needs through Cyberspace Easter Eggs"	75
		Expectancy theory in practice	77
		Does expectancy theory fit reality?	78
		Equity Theory	79
		Outcome/input ratio	79
		Comparison other	79
		Equity evaluation	80
		Consequences of inequity	81
		Equity theory in practice	81
		Goal Setting	82
		CONNECTIONS 3.2:	
		"Fair Play in the Executive Suite"	83
		Characteristics of effective goals	84
		Goal setting applications and limitations	86
		Comparing Motivation Theories	87
		Are Motivation Theories Culture Bound?	87

Chapter Summary 88
Key Terms 89
Discussion Questions 89
Case Study: "Steelfab Corp." 90
BusinessWork *Case Study: "As Workers Turn into Risk-Takers . . . One Plant Really Turns on the Steam"* 91
Video *Video Case: "Dishonesty in America: Lie, Cheat, and Steal"* 91
Team Exercise: "Bonus Decision Making Exercise" 92
Self-Assessment Exercise: "Measuring Your Growth Need Strength" 94

Chapter Four

Applied Motivation Practices 96

Reward Systems 97

- Membership and seniority-based rewards 99
- Job status-based rewards 99
- Competency-based rewards 100
- Performance-based rewards 101

CONNECTIONS 4.1:
 "Baltimore County Employees Bounce Back through Gainsharing" 104
 The trouble with rewards 105
 Minimizing reward problems 106

Job Design 107

CONNECTIONS 4.2:
 "When Rewards Go Wrong" 108

Job Design and Work Efficiency 109

- Scientific management 110
- Problems with job specialization 111

Job Design and Work Motivation 112

- Core job characteristics 113
- Critical psychological states 113
- Individual differences 113

Increasing Work Motivation through Job Design 114

- Job rotation 114
- Job enlargement 114

- Job enrichment 115

F5T@MPANY ONLINE:
 "AES Corp.'s Power Comes from Empowerment" 116

Job Design Prospects and Problems 118

- Obstacles in job design 118

Motivating Yourself through Self-Leadership 119

- Personal goal setting 120
- Constructive thought patterns 120
- Designing natural rewards 121
- Self-monitoring 121
- Self-reinforcement 122
- Self-leadership in practice 122

Chapter Summary 122
Key Terms 123
Discussion Questions 123
Case Study: "Vêtements Ltée" 124
BusinessWork *Case Study: "Talent Trawl: What's the Best Bait?"* 125
Video *Video Case: "Increasing Number of Companies are Offering Workers Flextime"* 125
Team Exercise: "Is Student Work Enriched?" 126
Self-Assessment Exercise: "Assessing Your Self-Leadership" 128

Chapter Five

Stress Management 132


What Is Stress? 134

- General adaptation syndrome 135

Stressors: The Causes of Stress 136

- Physical environment stressors 136
- Role-related stressors 137
- Interpersonal stressors 137

CONNECTIONS 5.1:
 "Traffic Jams Stress the Urban Workforce" 138
 Organizational stressors 140
 Nonwork stressors 141
 Stress and occupations 142

Individual Differences in Stress	142	Social Identity Theory	169
Type A/type B behavior patterns	143	FAST@MPANY ONLINE:	
Consequences of Distress	144	“Sony Changes the Game”	170
Physiological consequences	144	Perceiving others through	
Psychological consequences	145	social identity	171
Behavioral consequences	146	Stereotyping in Organizational Settings	172
Managing Work-Related Stress	147	How accurate are stereotypes?	172
Remove the stressor	148	Ethical problems with stereotyping	173
FAST@MPANY ONLINE:		Attribution Theory	174
“Recharging Batteries at Pixar Studios”	148	Consequences of attribution	175
Withdrawing from the stressor	151	Attribution errors	176
Changing stress perceptions	152	Self-Fulfilling Prophecy	176
Controlling the consequences of stress	153	Self-fulfilling prophecies	
Receiving social support	153	in organizations	178
CONNECTIONS 5.2:		Other Perceptual Errors	178
“Meditation and Relaxation Become		Primacy effect	178
Global Stress-Busting Mantras”	154	Recency effect	179
<i>Chapter Summary</i>	155	Halo error	180
<i>Key Terms</i>	155	Projection bias	180
<i>Discussion Questions</i>	155	Improving Perceptions	181
<i>Case Study: “Jim Black: Sales Representative”</i>	156	Diversity management programs	181
BusinessWork <i>Case Study: “Work and Family”</i>	157	CONNECTIONS 6.1:	
 <i>Video Case: “Take This Job . . . How Stress Can Be Fought on the Job”</i>	157	“Diversity Management at	
<i>Team Exercise: “Stressed Out or ‘No Problem?’”</i>	159	Barnett Bank”	182
<i>Self-Assessment Exercise: “Behavior Activity Profile: The Type A Scale”</i>	160	Empathize with others	183
		Postpone impression formation	183
		CONNECTIONS 6.2:	
		“Increasing Empathy by Being There”	184
		Compare perceptions with others	185
		Know yourself: Applying the	
		Johari window	185
		Personality in Organizations	186
		Personality and organizational	
		behavior	188
		“Big five” personality dimensions	188
		Jung’s psychological types and the	
		Myers-Briggs type indicator	190
		Other personality traits	191
		<i>Chapter Summary</i>	192
		<i>Key Terms</i>	193
Part Three			
Individual and Interpersonal Behavior			
Chapter Six			
Perception and Personality in Organizations	164		
The Perceptual Process	166		
Selective attention	167		
Perceptual organization and interpretation	168		

<i>Discussion Questions</i>	193
<i>Case Study: "Nupath Foods Inc."</i>	194
BusinessWeek <i>Case Study: "How Al Dunlap Self-Destructed"</i>	195
Video Case: "Black, White, and Angry: Racial Diversity in the Workplace"	195
<i>Team Exercise: "Perceptions in a Diverse Workforce: The Royal Bank of Canada Vignettes"</i>	196
<i>Self-Assessment Exercise: "Personality Assessment: Jung's Psychological Types"</i>	197

Chapter Seven

Workplace Emotions, Values, and Ethics

Emotions in the Workplace	200
Emotions and personality	201
Emotions, attitudes, and behavior	201
CONNECTIONS 7.1:	
"Employees Just Want to Have Fun!"	203
Job Satisfaction	204
How satisfied are employees?	205
A model of job satisfaction	206
Job satisfaction and work behaviors	207
Organizational Commitment	208
Is organizational loyalty declining?	209
Consequences of organizational commitment	209
Building organizational commitment	209
Managing Emotions	210
Conditions requiring emotional labor	211
Emotional dissonance	212
Supporting emotional labor	212
Emotional intelligence	213
FAST@COMPANY ONLINE:	
"Men's Wearhouse Sells Suits with Soul"	213
Values at Work	215
Cultural differences in values	215
Ethical Values and Behavior	217
Three ethical principles	218

Ethical values and moral development	218
Moral intensity, ethical sensitivity, and situational influences	219
Cultural differences in business ethics	220
Supporting ethical behavior	221
CONNECTIONS 7.2:	
"Health Care Firms Instill Strong Ethical Values"	222
<i>Chapter Summary</i>	223
<i>Key Terms</i>	223
<i>Discussion Questions</i>	224
<i>Case Study: "Rough Seas on the LINK650"</i>	224
BusinessWeek <i>Case Study: "The Return of Corporate Loyalty"</i>	226
Video Case: "In Depth: Buy American: Merger Between Chrysler and Mercedes Benz"	226
<i>Team Exercise: "Ethical Dilemmas in Employment"</i>	227
<i>Self-Assessment Exercise: "Individualism-Collectivism Scale"</i>	228

Chapter Eight

Communicating in Organizational Settings

A Model of Communication	233
Communication Barriers (Noise)	234
Perceptions	234
Filtering	234
Language	234
Information overload	236
Communication Channels	237
Verbal communication	237
Electronic mail	237
Other computer-mediated communication	239
FAST@COMPANY ONLINE:	
"It's (Real) Time to Chat"	240
Nonverbal communication	241
Choosing the Best Communication Channels	242
Media richness	242
Symbolic meaning of the medium	243

Communicating in Organizational Hierarchies	243	Part Four	
Employee surveys	244	Team Processes	
Newsletters and e-zines	244	Chapter Nine	
Management by wandering around	244	Team Dynamics	266
Work space design	246	Types of Teams and Other Groups in Organizations	268
Communicating through the Grapevine	247	Virtual teams	271
Grapevine characteristics	247	Informal groups	272
CONNECTIONS 8.1:		CONNECTIONS 9.1:	
“TBWA Chiat/Day Rethinks the Nonterritorial Office”	248	“Virtual Teams at Sun Microsystems”	272
Grapevine advantages and disadvantages	249	A Model of Team Effectiveness	273
Cross-Cultural and Gender Communication	250	Organizational and Team Environment	274
Nonverbal differences	251	Team Design Features	275
Gender differences in communication	252	Task characteristics	275
CONNECTIONS 8.2:		Team size	276
“Coca-Cola Executive Learns That Noise to Some Is Music to Others”	252	Team composition	277
Improving Interpersonal Communication	253	Team Development	278
Getting your message across	253	Forming	278
Active listening	254	Storming	278
Persuasive Communication: From Understanding to Acceptance	255	Norming	279
Communicator characteristics	255	Performing	279
Message content	256	Adjourning	280
Communication medium	256	Team Norms	280
Audience characteristics	257	Conformity to team norms	280
<i>Chapter Summary</i>	257	FAST COMPANY ONLINE:	
<i>Key Terms</i>	258	“To Build a Great Company, Build Great Teams”	281
<i>Discussion Questions</i>	258	How team norms develop	282
<i>Case Study: “Sea Pines”</i>	259	Changing team norms	282
Business Week <i>Case Study: “The New Workplace”</i>	260	Team Roles	283
Video Case: “Virtual Companies and the Internet Voicemail: Wildfire”	261	Team Cohesiveness	284
<i>Team Exercise: “Cross-Cultural Communication: A Not-so-Trivial Trivia Game”</i>	262	Causes of team cohesiveness	285
<i>Self-Assessment Exercise: “Active Listening Skills Inventory”</i>	262	Consequences of team cohesiveness	287
		The Trouble with Teams	288
		Social loafing	288

Team Building	289	Management resistance	315
Types of team building	289	Employee and labor union resistance	315
Is team building effective?	292	CONNECTIONS 10.1:	
CONNECTIONS 9.2:		“BP Norge Tests the Seaworthiness	
“Team Building Takes New Twists,		of SDWTs”	316
Turns, and Heights”	292	Quality Management	318
<i>Chapter Summary</i>	293	Malcolm Baldrige Award and	
<i>Key Terms</i>	294	ISO certification	319
<i>Discussion Questions</i>	295	Quality Management Principles	320
<i>Case Study: “Treetop Forest Products Inc.”</i>	295	Customer focus	320
<i>Business Week Case Study: “Schwab Makes</i>		Employee involvement for quality	321
<i>Investing a Team Sport”</i>	297	Continuous improvement	321
<i>Video Case: “Management Training</i>		Defect prevention	322
<i>Outdoors”</i>	297	CONNECTIONS 10.2:	
<i>Team Exercise 1: “Team-Trust Exercise”</i>	298	“Putting on a Kaizen Blitz”	322
<i>Team Exercise 2: “Wrapping Presents:</i>		Performance measurement	323
<i>A Team Exercise”</i>	299	Continuous learning	324
<i>Self-Assessment Exercise: “Team Roles</i>		Quality Management Tools	324
<i>Preference Scale”</i>	300	Benchmarking	324
		Concurrent engineering	325
Chapter Ten		Limitations of Quality Management	326
Employee Involvement and		<i>Chapter Summary</i>	327
Quality Management	302	<i>Key Terms</i>	327
Employee Involvement	304	<i>Discussion Questions</i>	328
Forms of employee involvement	305	<i>Case Study: “Employee Involvement Cases”</i>	328
Levels of employee involvement	306	<i>Case 1: New Machines</i>	
Self-Directed Work Teams (SDWTs)	308	<i>Decision Problem</i>	328
Conditions for successful SDWTs	309	<i>Case 2: Coast Guard Cutter</i>	
Potential Benefits of Employee Involvement	311	<i>Decision Problem</i>	329
Decision quality	311	<i>Business Week Case Study: “Better Your Business:</i>	
FST COMPANY ONLINE:		<i>Benchmark It</i>	330
“Sociotechnical Systems Help		<i>Video Case: “Focus: The Power Within”</i>	330
L. L. Bean Deliver the Goods”	312	<i>Team Exercise: “Winter Survival Exercise”</i>	331
Decision commitment	313		
Employee development	314	Chapter Eleven	
Employee satisfaction		Decision Making in Organizations	334
and empowerment	314	A General Model of Decision Making	336
Overcoming Challenges to		Identifying Problems and Opportunities	337
Employee Involvement	314	Perceptual biases	337
Cultural differences	314		

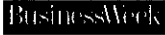

CONNECTIONS 11.1:		<i>Case Study: "Eastern Province Light and Power"</i>	361
"Famous Missed Opportunities"	338	 <i>Case Study: "Flight Simulators for Management"</i>	363
Poor diagnostic skills	339	 <i>Video Case: "Second City/Heavenly Ski Resort"</i>	363
Identifying problems and opportunities more effectively	340	<i>Team Exercise 1: "Hopping Orange Exercise"</i>	365
Evaluating and Choosing Solutions	340	<i>Team Exercise 2: "Creativity Brainbusters Exercise"</i>	365
Problems with goals	341	<i>Self-Assessment Exercise: "Decision-Making Style Inventory"</i>	366
Problems with information processing	342		
Problems with maximization	342		
Choosing solutions more effectively	342		
Evaluating Decision Outcomes	343		
Escalation of commitment	343		
FASTCOMPANY ONLINE:			
"Decisions, Decisions"	344		
Evaluating decision outcomes more effectively	346		
Problems in Team Decision Making	346		
Time constraints	346		
Evaluation apprehension	347		
Conformity to peer pressure	347		
Groupthink	347		
Group polarization	348		
Improving team decision making	349		
Creativity in Decision Making	349		
Creativity model	350		
Conditions for creativity	351		
Creativity training	352		
Team Structures for Creativity and Decision Making	354		
Constructive controversy	354		
Brainstorming	355		
CONNECTIONS 11.2:			
"Mavericks Like Randy Powell Create Constructive Controversy"	356		
Electronic brainstorming	357		
Delphi technique	358		
Nominal group technique	358		
<i>Chapter Summary</i>	359		
<i>Key Terms</i>	360		
<i>Discussion Questions</i>	360		
		Chapter Twelve	
		Organizational Power and Politics	368
		The Meaning of Power	370
		A model of power in organizations	371
		Sources of Power in Organizations	371
		Legitimate power	372
		Reward power	373
		Coercive power	374
		Expert power	374
		Referent power	374
		Information and power	375
		CONNECTIONS 12.1:	
		"The Power of Peer Pressure"	375
		Contingencies of Power	378
		Substitutability	378
		Centrality	379
		Discretion	379
		Visibility	380
		Consequences of Power	380
		Sexual harassment: an abuse of power	381
		Organization Politics	382
		Organizational politics: good or bad?	383
		Types of Political Activity	384
		Attacking or blaming others	384
		Selectively distributing information	384
		Controlling information channels	385
		Forming coalitions	386
		Cultivating networks	386
		Creating obligations	386
		Managing impressions	387

FASTCOMPANY ONLINE:		Interpersonal Conflict Management Styles	409
“Using Coalitions as a Good Political Strategy”	387	Choosing the best conflict management style	410
CONNECTIONS 12.2:		Cultural and gender differences in conflict management styles	411
“Telecommuting May Do More Than Unplug Organizational Politics”	388	Structural Approaches to Conflict Management	412
Conditions for Organizational Politics	389	Emphasizing superordinate goals	412
Personal characteristics	390	Reducing differentiation	413
Controlling Political Behavior	391	Improving communication and understanding	413
<i>Chapter Summary</i>	392	Reducing task interdependence	415
<i>Key Terms</i>	393	Increasing resources	415
<i>Discussion Questions</i>	393	Clarifying rules and procedures	415
<i>Case Study: “Foreign Exchange Confrontation”</i>	394	Resolving Conflict through Negotiation	416
BusinessWeek <i>Case Study: “Saying Adios to the Office”</i>	395	FASTCOMPANY ONLINE:	
Video Case: “Employers Growing Control Over Employee Off-the-Job Activities”	395	“Stop the Fight”	416
<i>Team Exercise: “General Software Products: An In-Basket Exercise”</i>	396	CONNECTIONS 13.2:	
<i>Self-Assessment: “Perceptions of Politics Scale (POPS)”</i>	397	“Armstrong and Booz Allen Sort Out Their Differences”	417
 		Bargaining zone model of negotiations	418
Chapter Thirteen		Situational influences on negotiations	419
Organizational Conflict and Negotiation	400	Negotiator behaviors	421
What Is Conflict?	402	Third-Party Conflict Resolution	422
Task-related versus socioemotional conflict	402	Types of third-party intervention	422
Consequences of Organizational Conflict	403	Choosing the best third-party intervention strategy	423
Sources of Conflict in Organizations	404	<i>Chapter Summary</i>	424
Goal incompatibility	404	<i>Key Terms</i>	425
Differentiation	405	<i>Discussion Questions</i>	425
Task interdependence	406	<i>Case Study: “Maelstrom Communications”</i>	426
CONNECTIONS 13.1:		BusinessWeek <i>Case Study: “Lost in Space at Boeing”</i>	427
“Revenge of the Andons: Conflict at Subaru-Isuzu and CAMI”	406	Video Case: “Saturn”	427
Scarce resources	407	<i>Team Exercise: “Ugli Orange Role Play”</i>	429
Ambiguity	408	<i>Self-Assessment Exercise: “Conflict Management Style Orientation Scale”</i>	429
Communication problems	408		

Chapter Fourteen

Organizational Leadership

Perspectives of Leadership	432
Competency (Trait) Perspective of Leadership	435
Competency (trait) perspective	
limitations and practical implications	438
Behavioral Perspective of Leadership	439
The “hi-hi” leadership hypothesis	439
CONNECTIONS 14.1:	
“When Taskmasters Become Bad Bosses”	440
Limitations of the behavioral leadership perspective	442
Contingency Perspective of Leadership	442
Path-goal theory of leadership	442
FAST@MPANY ONLINE:	
“Grassroots Leadership”	443
Contingencies of path-goal theory	445
Recent extensions of path-goal theory	446
Practical implications and limitations of path-goal theory	446
Other contingency theories	447
Transformational Perspective of Leadership	450
Transformational versus transactional leadership	450
Transformational versus charismatic leadership	451
Elements of transformational leadership	451
Evaluating the transformational leadership perspective	453
Romance Perspective of Leadership	454
Attributing leadership	454
Stereotyping leadership	455
Need for situational control	455
Gender Issues in Leadership	455
CONNECTIONS 14.2:	
“Do Women Lead Differently?”	456

Chapter Summary	458
Key Terms	459
Discussion Questions	459
Case Study: “Leadership in Whose Eyes?”	460
 Case Study: “How Jack Welch Runs GE”	460
 Video Case: “IBM”	461
Team Exercise: “Leadership Diagnostic Analysis”	462
Self-Assessment Exercise: “Leadership Dimensions Instrument”	463

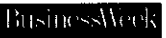
Part Five





Organizational Processes

Chapter Fifteen

Organizational Change and Development

External Forces for Change	468
Computer technology	468
Global and local competition	469
Demography	470
Lewin’s Force Field Analysis Model	471
Restraining forces	472
Unfreezing, Changing, and Refreezing	473
Creating an urgency for change	474
Reducing the restraining forces	474
CONNECTIONS 15.1:	
“Keene State College and PECO Energy”	478
Changing to the desired future state	479
Refreezing the desired conditions	479
Strategic Visions, Change Agents, and Diffusing Change	480
Change agents	480
Diffusion of change	481
Organization Development	482
The client-consultant relationship	483
Diagnose the need for change	483
Introduce change	484
Evaluate and stabilize change	484

Emerging Trends in Organization Development	485	Organizational culture and business ethics	506
FAST@MPANY ONLINE:		Merging Organizational Cultures	508
“Start Slow and Work Small”	485	Strategies to merge different organizational cultures	509
Parallel learning structures	486	CONNECTIONS 16.1:	
Appreciative inquiry	486	“BP and Amoco Merger Creates Risk of Culture Clash”	509
Effectiveness of Organization Development	488	Changing and Strengthening Organizational Culture	511
Cross-cultural concerns with organization development	488	Strengthening organizational culture	512
Ethical concerns with organization development	488	<i>Chapter Summary</i>	515
CONNECTIONS 15.2:		<i>Key Terms</i>	516
“Organization Development Behind Closed Doors at SaskTel”	489	<i>Discussion Questions</i>	516
<i>Chapter Summary</i>	490	<i>Case Study: “Hilton’s Transformation”</i>	516
<i>Key Terms</i>	490	 <i>Case Study: “MetLife’s Cultural Transformation”</i>	518
<i>Discussion Questions</i>	491	 <i>Video Case: “Dog Days: Companies Encouraging Employees to Take Pets to Work”</i>	518
<i>Case Study: “TransAct Insurance Corporation”</i>	491	<i>Team Exercise: “Assessing Organizational Culture: A Metaphor Exercise”</i>	519
 <i>Case Study: “The Taming of France Telecom”</i>	493	<i>Self-Assessment Exercise: “Corporate Culture Preference Scale”</i>	521
 <i>Video Case: “Harley-Davidson”</i>	493	Chapter Seventeen	
<i>Team Exercise: “Applying Lewin’s Force Field Analysis”</i>	494	Employment Relationship and Career Dynamics	524
Chapter Sixteen		The Psychological Contract	526
Organizational Culture	496	Cross-cultural perspectives of psychological contracts	526
Elements of Organizational Culture	498	Types of psychological contracts	527
Content of organizational culture	499	Trust and the psychological contract	528
Organizational subcultures	499	Psychological contract dynamics	529
Deciphering Organizational Culture through Artifacts	500	Organizational Socialization	531
Organizational stories and legends	501	Socialization as a learning process	531
Rituals and ceremonies	502	FAST@MPANY ONLINE:	
Organizational language	502	“Cisco Gives New Employees a Fast Start”	532
Physical structures and symbols	503	Socialization as a change process	533
FAST@MPANY ONLINE:		Stages of Socialization	533
“ <i>The Empire Strikes Back</i> ”	504	Stage 1: Preemployment socialization	534
Organizational Culture and Performance	505		
Organizational culture strength and fit	505		
Adaptive cultures	506		

Stage 2: Encounter	535	Elements of Organizational Structure	563
Stage 3: Role management	537	Span of control	563
Managing the Socialization Process	537	Centralization and decentralization	566
Realistic job previews	537	Formalization	567
Socialization agents	538	F5T@MPANY ONLINE:	
Organizational Careers	539	“Rosenbluth International Adopts a Decentralized Family Farm Structure”	568
CONNECTIONS 17.1:		Mechanistic versus organic structures	569
“Separating the Steam from the Haze”	539	Traditional Forms of Departmentalization	570
Holland’s theory of		Simple structure	570
occupational choice	540	Functional structure	572
Driver’s career concepts	542	Divisional structure	572
Lateral career development	543	Matrix structure	574
CONNECTIONS 17.2:		CONNECTIONS 18.1:	
“Lateral Career Development at Japan’s Mitsui Group”	544	“Mobil Flip-Flops Between ‘Mini-Mobils’ and Functional Structures”	575
Boundaryless careers	545	Hybrid structure	576
Contingent Workforce	546	Emerging Forms of Departmentalization	577
Why contingent work is growing	546	Team-based (lateral) structure	577
Types of contingent workers	548	CONNECTIONS 18.2:	
Contingent workforce concerns	549	“Oticon Holding A/S Turns to Spaghetti”	579
Adjusting to a contingent workforce	550	Network structure	580
<i>Chapter Summary</i>	551	Contingencies of Organizational Design	583
<i>Key Terms</i>	551	Organizational size	583
<i>Discussion Questions</i>	552	Technology	584
<i>Case Study: “Quantor Corp.’s Contingent Workforce”</i>	552	External environment	584
 <i>Case Study: “The Corporate Samurai Are Getting Less Loyal”</i>	554	Organizational strategy	585
 <i>Video Case: “The Changing Workplace: Freelance Copywriter Lorraine Duffy Merkl”</i>	554	Organizational Design and Organizational Behavior	586
<i>Team Exercise 17.1: “Organizational Socialization Diagnostic Exercise”</i>	555	<i>Chapter Summary</i>	586
<i>Team Exercise 17.2: “Truth in Advertising”</i>	556	<i>Key Terms</i>	587
<i>Self-Assessment Exercise: “Matching Holland’s Career Types”</i>	556	<i>Discussion Questions</i>	587
Chapter Eighteen		<i>Case Study: “The Rise and Fall of PMC AG”</i>	588
Organizational Structure and Design	558	 <i>Case Study: “Procter & Gamble’s Hottest New Product: P&G”</i>	589
Division of Labor and Coordination	560	 <i>Video Case: “Big Apple Bagel/ St. Louis Bread Co.”</i>	590
Division of labor	560	<i>Team Exercise: “Organizational Structure and Design: The Club Ed Exercise”</i>	592
Coordinating work activities	560		

<i>Self-Assessment Exercise: "Identifying Your Preferred Organizational Structure"</i>	593	Appendix B "Vroom-Jugo Decision Tree"	611
Additional Cases	595	Glossary	613
<i>Case 1 "Arctic Mining Consultants"</i>	595	Notes	621
<i>Case 2 "A Window on Life"</i>	597	Company Index	683
<i>Case 3 "Montville Hospital Dietary Department"</i>	598	Name Index	686
<i>Case 4 "Perfect Pizzeria"</i>	602	Subject Index	696
Appendix A "Theory Building and the Scientific Method"	604		