MODERN HUMAN RELATIONS ALWORK



Preface	xii
Part One Introduction	1
CHAPTER 1 The Nature of Human Relations Opening Vignette: Tapping Human Potential 3 What Is Human Relations? 4 The Evolution of Human Relations 6 Human Resources Era 9 Behavioral Science and Human Relations 13 Emerging Challenges 16 Case: Don't Mess With Carly 34 You Be the Consultant: The Space Shuttle Accidents 35	2
Fundamentals of Motivation Opening Vignette: Maintaining Motivation 38 What Is Motivation? 39 The Need Hierarchy 42 Self-Actualization Needs 44 The Two-Factor Theory 47 Expectancy Theory 52 Valence 53 The Practical Side of Rewards 56 Case: Why Do People Work? 66 You Be the Consultant: Trying to Motivate Everyone 67	37
Part Two The Social System	69
CHAPTER 3 Individual Behavior Opening Vignette: Individual Opinions Really Count 71 The Nature of the Individual 72 Values 72 Perceptions 78 Stereotyping 80 Attitudes 81 Personality 86 Interpersonal Behavior 89	70

A 3

Assertiveness Training 90 Case: A Matter of Personality 97 You Be the Consultant: Strike While the Iron Is Hot 98	
CHAPTER 4 Group Behavior Opening Vignette: Innovative Teams in Action 101 Definition of a Group 102 Stages of Group Development 104 Characteristics of Groups 105 Intragroup Behavior 111 Power Struggles 119 Conflict Resolution 121 Case: The New Supervisor 127 You Be the Consultant: Creativity to the Rescue 128	100
CHAPTER 5 The Informal Organization Opening Vignette: Teamwork, Teamwork, Teamwork, Teamwork 133 Nature of the Informal Organization 134 Behavioral Control 142 Informal Communication 143 Benefits of the Informal Organization 146 Disadvantages of the Informal Organization 149 Dealing with the Informal Organization 151 Case: A Case of Layoffs 156 You Be the Consultant: The Value of Networking 157	132
Part Three The Technical System	159
Mescaren and Development, internal 3,	160 161 163
Postindustrial Society 166 Technology at Work 167 Technology and Alienation 171 Fear of Replacement by Machines 172	
Technology at Work 167 Technology and Alienation 171	
Technology at Work 167 Technology and Alienation 171 Fear of Replacement by Machines 172 Development of Knowledge-Based Organizations 176 Dealing with Workplace Violence 179 Case: The Old Versus the New 188	191

Emphasis on Customer Value Added 202 Use of Benchmarking and Continuous Improvement 203 Careful Measurement of Performance Results 206 Participative Management Approaches 209 Development of Intrapreneurship Attitudes 214 Developing Intrapreneurial Strategies 218 Case: A Productive Approach 223 You Be the Consultant: Now What? 224	
CHAPTER 8 Job Redesign and Job Enrichment Opening Vignette: Out of Sight, but Not Out of Mind 22 The Nature of Job Redesign 228 Job Redesign Techniques 229 Core Job Dimensions 230 Motivating Potential Score 232 Job Enrichment Principles 235 Job Enrichment in Action 237 Current Challenges in Job Design 240 Case: The Best Job He Ever Had 251 You Be the Consultant: Now It's Meaningful 252	226
The Administrative System	255
Fundamentals of Leadership Opening Vignette: New Leaders Are Emerging 257 The Nature of Leadership 258 The Nature of Organizational Personnel 261 Leadership Behavior 263 Common Leadership Behaviors 265 Leadership Dimensions 266 Contingency Leadership Models 270 Leaders in the Twenty-First Century 279 Developing Internal Leaders 281 Case: Making Some Necessary Changes 289 You Be the Consultant: Back to Square One 290	256
CHAPTER 10 Developing, Appraising, and Rewarding Personnel Opening Vignette: A Diversified Workforce: The 55 and Over Group—Productive and Still Going! 293 Developing Personnel 294 Performance Appraisal Problems 308 Dealing With Appraisal Problems 310 Rewarding Performance 310 Linking Performance and Rewards 312 Discipline 317	292

Case: Academic Evaluation 326

You Be the Consultant: Clock-in Time 327



Part Five Behavioral Effectiveness

329

CHAPTER 11

Communicating for Effectiveness

330

Opening Vignette: Making Communication Pay Off 331

The Communication Process 332

Choosing a Medium

Barriers to Communication 337

Achieving Effective Communication

Knowing the Steps in the Communication Process 341

Using Simple, Repetitive Language 344

Developing Effective Listening Habits

Improving Your Writing Skills 352

Improving Your Speaking Skills 352

Understanding Gender Differences

Technology's Impact on Communication

Case: Getting Prepared 364

You Be the Consultant: Looking to Move Up 365

CHAPTER 12

Managing Conflict and Change

Opening Vignette: Using Change to Lead a Revolution

The Nature of Conflict 368

Managing Conflict 371

How Change Occurs 378

Responses to Change 380

The Dimensions of Change

The Basic Steps in Change 385

Leading the Change 386

Participation and Change 386

Using Organizational Development Interventions

Case: Participation and Communication 396

You Be the Consultant: Saturday Meetings 397



Part Six

Looking to the Future

399

CHAPTER 13

International Human Relations

400

Opening Vignette: Mickey Has a Human Relations Problem 401

Why Firms Become Multinational Enterprises

The Nature of International Culture 405

Integrating the Dimensions

Attitudinal Dimensions 409

International Culture's Impact at Work 413

International Human Resource Management Challenges 416

Development of a Global Perspective 419

Case: More of the Same 424

You Be the Consultant: Look Out World, Here We Come 425

CHAPTER 14 Human Relations Challenges of the Future Opening Vignette: Developing the Boundaryless Organization Greater Focus on Innovation 429	427 428
Creativity and Personnel 429	
Encouraging Creativity 430	
The Changing Nature of Work 433	
Meeting the Cultural Diversity Challenge 439	
Becoming a World-Class Organization 444	
A Final Word 447 Human Relations Challenges in the Future 447	
Case: After the Storm 455	
You Be the Consultant: New Ideas, New Products 456	
· · · · · · · · · · · · · · · · · · ·	
CHAPTER 15	
Human Relations and You	459
Opening Vignette: It's a Whole New Ball Game 460	
Choosing a Career 461	
Finding a Job 464 The Successful Job Hunt 470	
Getting Ahead 475	
Manage Your Career Effectively 475	•
Know Your Job 475	
Manage Your Time Well 480	
Manage Your Stress Effectively 480	
Find a Mentor 481	
Organize Your Office Properly 482	
Consider Career Switching 483	,
Case: Giving It His Best Shot 488 You Be the Consultant: Formulating a Career Plan 489	
Notes 491	
61 505	

Notes 491 Glossary 505 Name Index 514 Subject Index 515 Company Index 524