

# Full contents

<b>Acknowledgements</b>		<b>xxi</b>
<b>Student briefing</b>		<b>xxiii</b>
What are the aims of this book?		xxiii
Who are our readers?		xxiii
What approach do we adopt?		xxiii
What aids to learning are included?		xxiv
<b>Instructor briefing</b>	"	<b>xxvii</b>
What is our perspective?		xxvii
Why recommend movies?		xxviii
Why recommend novels?		xxix
Invitation to see: why analyze photographs?		xxix
Film and copyright		xxxii
<b>Part 1 The organizational context</b>		<b>2</b>
Invitation to see (1) and What would you do?		3
<b>Chapter 1 Explaining organizational behaviour</b>		<b>5</b>
Key terms and learning outcomes		5
What is organizational behaviour?		6
If we destroy this planet		11
A field map of the organizational behaviour terrain		13
The problem with social science		16
Explaining organizational behaviour		21
Research and practice: evidence-based management		24
Human resource management: OB in action		26
Recap, Revision, Research assignment		31
Springboard, OB in films, OB in literature		32
<i>Chapter exercises</i>		33
<b>Chapter 2 Environment</b>	•	<b>35</b>
Key terms and learning outcomes		35
Why study an organization's environment?		36
Analyzing the organization's environment		37
The continuing search for 'fit'	-	41-
Ethical behaviour		51
Business ethics and corporate social responsibility		56
Recap, Revision, Research assignment		63
Springboard, OB in films, OB in literature		65
<i>Chapter exercises</i>		66
<b>Chapter 3 Technology</b>		<b>68</b>
Key terms and learning outcomes	"	68
Why study technology?	•	69

Why technology predictions are often false	70
Changing the nature of work: teleworking	75
Web 2.0: the impact	78
Determinism or choice?	82
The politics of technology	83
Classic studies on work and technology	84
Socio-technical systems analysis and design	87
Team versus lean: competing paradigms of work design	90
Recap, Revision, Research assignment	94
Springboard, OB in films, OB in literature	95
<i>Chapter exercises</i>	96
<b>Chapter 4 Culture</b>	<b>99</b>
Key terms and learning outcomes	99
Why study organizational culture?	100
Rise of organizational culture	100
Culture: surface manifestations, values and basic assumptions	101
Organizational socialization	107
Perspectives on culture contrasted	111
Culture strength, performance and types	117
National cultures	121
Recap, Revision, Research assignment	128
Springboard, OB in films, OB in literature	129
<i>Chapter exercises</i>	131
<b>Part 2 Individuals in the organization</b>	<b>134</b>
Invitation to see (2) and What would you do?	135
<b>Chapter 5 Learning</b>	<b>137</b>
Key terms and learning outcomes	137
Why study learning?	138
The learning process	139
The behaviourist approach to learning	141
The cognitive approach to learning	147
Behaviourism in practice	149
Cognitive perspectives in practice	151
Behaviour modification versus socialization	154
The learning organization	156
Recap, Revision, Research assignment	162
Springboard, OB in films, OB in literature	164
<i>Chapter exercises</i>	165
<b>Chapter 6 Personality</b>	<b>167</b>
Key terms and learning outcomes	167
Why study personality?	168
Defining personality	169
Types and traits	170
The big five	178
Personality Types A and B	180

Stress management: individual and organization	182
The development of the self	185
Nomothetic versus idiographic	190-
Selection methods	190
Recap, Revision, Research assignment	195
Springboard, OB in films, OB in literature	196
<i>Chapter exercises</i>	197
<b>Chapter 7 Communication</b>	<b>201</b>
Key terms and learning outcomes	201
Why study communication?	202
Interpersonal communication	204
Verbal communication	210
Non-verbal communication	214
Cultural differences in communication style	221
Impression management	221
Emotional intelligence	224
Organizational communication	225
Recap, Revision, Research assignment	229
Springboard, OB in films, OB in literature	230
<i>Chapter exercises</i>	231
<b>Chapter 8 Perception</b>	<b>235</b>
Key terms and learning outcomes	235
Why study perception?	236
Selectivity and organization	237
Perceptual sets and perceptual worlds	242
Do we see to know or know to see?	247
Perceptual sets and assumptions	249
Sex, appearance, attractiveness and discrimination	251
Perceptual errors and how to avoid them	254
Recap, Revision, Research assignment	257
Springboard, OB in films, OB in literature	258
<i>Chapter exercises</i>	259
<b>Chapter 9 Motivation</b>	<b>262</b>
Key terms and learning outcomes	262
Why study motivation?	263
Drives, motives and motivation	265
Content theories	267
Process theories	271
The social process of motivating others	279
Empowerment, engagement and high performance	285
Recap, Revision, Research assignment	289
Springboard, OB in films, OB in literature	290
<i>Chapter exercises</i>	291
<b>Part 3 Groups and teams in the organization</b>	<b>294</b>
Invitation to see (3) and What would you do?	295

<b>Chapter 10</b>	<b>Group formation</b>	297
	Key terms and learning outcomes	297
	Why study groups?	298
	Definitions of groups	300
	Types of group tasks	303
	The Hawthorne studies	305
	Group-oriented view of organizations	308
	Formal and informal groups	310
	Homans's theory of group formation	313
	Tuckman and Jensen's theory of group development	317
	Groups and teams	320
	Recap, Revision, Research assignment	321
	Springboard, OB in films, OB in literature	322
	<i>Chapter exercises</i>	323
<b>Chapter 11</b>	<b>Group structure</b>	325
	Key terms and learning outcomes	325
	Why study group structure? •	326
	Group structure	327
	Power structure	328
	Status structure	329
	Liking structure	331
	Communication structure	333
	Role structure	338
	Leadership structure	342
	Virtual teams	344
	Recap, Revision, Research assignment	349
	Springboard, OB in films, OB in literature	350
	<i>Chapter exercises</i>	352
<b>Chapter 12</b>	<b>Individuals in groups</b>	356
	Key terms and learning outcomes	356
	Why study individuals in groups?	357
	The individual and the group	357
	Group influences on individuals' perceptions	358
	Group influences on individuals' performance	360
	Group influences on individuals' behaviour	365
	Group influences on individuals' attitudes	372
	Deindividuation	375
	Individual influences on group attitudes and behaviour	378
	Recap, Revision, Research assignment	380
	Springboard, OB in films, OB in literature	381
	<i>Chapter exercises</i>	382
<b>Chapter 13</b>	<b>Teamworking</b>	385
	Key terms and learning outcomes	385
	Why study teamworking?	386
	The T-word and team job design	386
	Types of teams	389
	Advice teams	392
	Action teams	393
	Project teams	394

Production teams	397
Ecological framework for analyzing work team effectiveness	405
Recap, Revision, Research assignment	411
Springboard, OB in films, OB in literature	412
<i>Chapter exercises</i>	414
<b>Part 4 Organization structures</b>	<b>418</b>
Invitation to see (4) and What would you do?	419
<b>Chapter 14 Traditional work design</b>	<b>421</b>
Key terms and learning outcomes	421
Why study traditional work design?	422
The birth of scientific management	422
Taylorism	423
Development of Taylorism	429
Fordism	431
After Ford: the deskilling debate	436
Back to the future?	444
Recap, Revision, Research assignment	446
Springboard, OB in films, OB in literature	448
<i>Chapter exercises</i>	449
<b>Chapter 15 Elements of structure</b>	<b>452</b>
Key terms and learning outcomes	452
Why study elements of structure?	453
Organization structuring	453
Types of jobs	456
Line, staff and functional relationships	464
• Sexuality and the informal organization	471
Roles in organizations	475
Formalization	479
Centralization v. decentralization	481
Recap, Revision, Research assignment	483
Springboard, OB in films, OB in literature	484
<i>Chapter exercises</i>	485
<b>Chapter 16 Early organization design</b>	<b>488</b>
Key terms and learning outcomes	488
Why study early organization design?	489
Max Weber and bureaucracy	489
Henri Fayol and classical management theory	493
Henry Mintzberg's managerial roles	498
Contingency approach to organization structure	500
Contingency and technological determinism	501
Contingency and environmental determinism	506
Strategic choice	510
Recap, Revision, Research assignment	513
Springboard, OB in films, OB in literature	514
<i>Chapter exercises</i>	515

<b>Chapter 17</b>	<b>Organizational architecture</b>	<b>518</b>
	Key terms and learning outcomes	518
	Why study organizational architecture?	519
	Era of self-contained organization structures	520
	Era of horizontal organization structures	523
	Era of boundaryless organizations	528
	Changing an organization's structure	548
	Recap, Revision, Research assignment	552
	Springboard, OB in films, QB in literature	554
	<i>Chapter exercises</i>	555
<b>Part 5</b>	<b>Management processes</b>	<b>558</b>
	Invitation to see (5) and What would you do?	559
<b>Chapter 18</b>	<b>Change</b>	<b>561</b>
	Key terms and learning outcomes	561
	Why study change?	562
	The paradoxical nature of change	563
	Strategic change: the contemporary imperative	565
	Change and the individual	567
	Readiness and resistance	570
	Participation and dictatorship	573
	N-step recipes for change	576
	Organization development	577
	The process and context of change	579
	The expertise of the change agent	582
	Why change, when you can innovate?	583
	Recap, Revision, Research assignment	590
	Springboard, OB in films, OB in literature	592
	<i>Chapter exercises</i>	593
<b>Chapter 19</b>	<b>Leadership</b>	<b>595</b>
	Key terms and learning outcomes	595
	Why study leadership?	596
	Leadership versus management	598
	Trait-spotting	599
	Power: what is it, and how can I get more?	600
	Jobs for the boys?	603
	Style-counselling	606
	Context-fitting	609
	New leadership	617
	Distributed leadership	619
	Who needs leaders?	621
	Recap, Revision, Research assignment	623
	Springboard, OB in films, OB in literature	624
	<i>Chapter exercises</i>	625
<b>Chapter 20</b>	<b>Decision-making</b>	<b>629</b>
	Key terms and learning outcomes	629
	Why study decision-making?	630

	Models of decision-making	630
	Decision conditions: risk and programmability	639
	Individual and group decision-making	641
	Problems with group decision-making	643
	Organizational decision-making	651
	Recap, Revision, Research assignment	654
	Springboard, OB in films, OB in literature	655
	<i>Chapter exercises</i>	656
<b>Chapter 21</b>	<b>Conflict</b>	<b>660</b>
	Key terms and learning outcomes	660
	Why study conflict?	661
	Contrasting frames of reference: unitarist, pluralist, interactionist	661
	Co-ordination failure and conflict	665
	Conflict resolution methods: negotiation, arbitration and mediation	672
	The radical frame of reference	677
x	Emotional labour	683
	Recap, Revision, Research assignment	689
	Springboard, OB in films, OB in literature	690
	<i>Chapter exercises</i>	691
<b>Chapter 22</b>	<b>Power and politics</b>	<b>693</b>
	Key terms and learning outcomes	693
	Why study power and politics?	694
	Power in organizations	694
	Power and influencing tactics	704
	Organizations: rational or political?	709
	Organizational politics	711
	Women and organizational politics	716
	Recap, Revision, Research assignment	720
	Springboard, OB in films, OB in literature	721
	<i>Chapter exercises</i>	722
	<i>Glossary</i>	725
	<i>References</i>	739
	<i>Name index</i>	795
	<i>Subject index</i>	804