

# Content

## **Part I: Fundamentals of Organizational Behavior**

Chapter 1	Understanding Organizational Behavior	3
Chapter 2	Foundations of Human Relations and Organizational Behavior	23
Chapter 3	Understanding People and Organizations	41
Chapter 4	Diversity and Ethics	55
Chapter 5	Managing Communications	74
Chapter 6	International Organizational Behavior	94

## **Part II: Individual Behavior in Organizations**

Chapter 7	Personality and Attitudes	115
Chapter 8	Motivation	138
Chapter 9	Perception	164
Chapter 10	Learning	187

## **Part III: Dynamics of Organizational Behavior**

Chapter 11	Leadership	205
Chapter 12	Empowerment and Participation	221
Chapter 13	Conflict Negotiation and Inter Group Behavior	234
Chapter 14	Foundations of Group Behavior	254
Chapter 15	Understanding Work Teams	269
Chapter 16	Informal Organization	286

## **Part IV: The Organization System**

Chapter 17	Foundations of Organization Structure	307
Chapter 18	Decision Making	320
Chapter 19	Power and Politics	337
Chapter 20	Organizational Culture	354

## **Part V: Organizational Change and Organization Development**

Chapter 21	Organizational Change	373
Chapter 22	Foundation of Organization Development	402
Chapter 23	Organization Development Interventions	427
Chapter 24	The Future of Organization Development	444
Glossary		457
Bibliography		464
Index		472

# Detailed Contents

## **Part I: Fundamentals of Organizational Behavior**

### **Chapter 1: Understanding Organizational Behavior**

Definition of Organizational Behavior – Management Roles: Interpersonal Roles; Informational Roles; Decision Roles – Management Skills: Technical Skills; Human Skills; Conceptual Skills – Generalization about Behavior – Consistency Vs Individual Differences – Theoretical Framework: Cognitive Framework; Behavioristic Framework; Social Learning Framework; A Model of Organization Behavior – Challenges and Opportunities for Organizational Behavior: The Creation of a Global Village; Adapting to Different People; Improving Quality and Productivity; Improving People Skills; Management Control to Empowerment; Stability to Flexibility, Improving Ethical Behavior – Environmental Challenges: Globalization Information Technology, Total Quality, and Diversity and Ethics – Models of Organizational Behavior: The Autocratic Model; The Custodial Model; The Supportive Model; The Collegial Model.

### **Chapter 2: Foundations of Human Relations and Organizational Behavior**

Definitions of Human Relations and Organizational Behavior – Historical Development of Human Relations and Organizational Behavior – Scientific Management Movement; Research Studies; Other Developments; Interdisciplinary Studies; The Mature Outlook; The Emergence of Human Relations and Organizational Behavior – Contributions of Other Disciplines to Human Relations and Organizational Behavior – Significance of Human Relations and Organizational Behavior: Development of Skills; Organizational Performance – Research Foundations for Organizational Behavior: Hawthorne Studies; Theory X and Theory Y; Theory Z.

### **Chapter 3: Understanding People and Organizations**

Uniqueness of Human Beings – Human Limitations – Influence of Internal and External Factors on Human Behavior: Instinct Vs Environment; Personality Vs Environment; Cognition Vs Environment – Understanding Behavior: Learning – Why Organizations Exist – Organizational Tasks: Task Design and Efficiency; Task Design and Motivation – The Social Aspect of Organizations.

### **Chapter 4: Diversity and Ethics**

Concept and Nature of Diversity – Managing Diversity in Organizations: Creation of Family-Friendly Workplaces; Providing Diversity Training to Employees; Developing Mentoring Programs for Employees – Individual and Organizational Approaches to Managing Diversity: Individual Approaches; Organizational Approaches – Developing the Multicultural Organization – Ethics and Ethical Behavior in Organizations: Sexual Harassment; Pay and Promotion Discrimination; Employee Privacy Issues.

### **Chapter 5: Managing Communication**

Definition of Communication – Historical Background of the Role of Communication: Contributions of Henri Fayol; Contributions of Chester Barnard; The Modern Perspective – Importance of Communication – The Two-way Communication Process – Problems Associated With Two-Way Communication – Nonverbal Communication: Body Language and Paralanguage; Understanding Nonverbal Communication – Downward Communication: Purposes of Downward Communication – Upward Communication: Methods of Making Upward Communication More Effective – Lateral Communication – Interactive Communication: Role of Interactive Communication; Types of Interactive Communication – Barriers to Effective Communication: Filtering; Selective

Perception; Defensiveness; Language – Communication Technology: Management Information System; Electronic Mail; Telecommuting.

### **Chapter 6: International Organizational Behavior**

Conditions Affecting Multinational Operations – How Culture Influences International OB: Differences in Cultures – Managing a Global Workforce: Cultural Adaptation – Differences in Managerial Leadership Across Cultures - Cultural Contingencies and Productivity.

## **Part II: Individual Behavior in Organizations**

### **Chapter 7: Personality and Attitudes**

Meaning of Personality – Personality Determinants: Heredity; Environment; Situation – Other Personality Attributes that Influence Organizational Behavior: Locus of Control; Machiavellianism; Self-Esteem; Self-Monitoring; Risk Taking; Type A Personality – The Development of Personality and Socialization: Levinson's Theory of Adult Life Stages; Hall's Career Stage Model; Argyris' Immaturity to Maturity Theory; The Socialization Process – Matching Personalities with Jobs – Concept of Attitudes: Sources of Attitudes; Types of Attitudes; Functions of Attitudes – Attitudes and Consistency – Cognitive Dissonance Theory.

### **Chapter 8: Motivation**

Definitions of Motivation – Classification of Motives: Primary Motives; General Motives; Secondary Motives – The Content Theories of Motivation: Maslow's Hierarchy of Needs; Herzberg's Two-Factor Theory of Motivation; Alderfer's ERG Theory – The Process Theories of Work Motivation: Vroom's Expectancy Theory of Motivation; The Porter-Lawler Model – The Contemporary Theories of Work Motivation: Equity Theory; Attribution Theory; Other Emerging Theories.

### **Chapter 9: Perception**

Meaning and Significance of Perception – Sensation vs Perception – Subprocesses of Perception – Perceptual Selectivity: External Attention Factors; Internal Set Factors – Factors Influencing Perception: The Perceiver; The Target; The Situation – Perceptual Organization: Figure-Ground; Perceptual Grouping; Perceptual Constancy; Perceptual Context; Perceptual Defense – Social Perception: Attribution; Stereotyping; The Halo Effect – Impression Management: The Process of Impression Management; Impression Management Strategies Used by Employees.

### **Chapter 10: Learning**

Significance of Learning – The Theoretical Process of Learning: Behavioristic Theories; Cognitive Theories; Social Learning Theory – Principles of Learning: Law of Effect; Meaning of Reinforcement – Behavioral Management: Steps in the O.B Mod Process; Application of the O.B. Mod Process.

## **Part III: Dynamics of Organizational Behavior**

### **Chapter 11: Leadership**

Definition of Leadership – Traits of Effective Leaders – Leadership Behaviors Vs Traits – Leadership Skills – Leadership Theories: Trait Theories; Behavioral Theories; Contingency Approaches to Leadership.

### **Chapter 12: Empowerment and Participation**

Empowerment – Participation: The Process of Participation; Advantages of Participation; Essential Prerequisites for Successful Participation – Programs for Participation: Consultative Management; Suggestion Programs; Programs

Emphasizing Quality; Middle-Management Committees; Industrial Democracy; Self-Managing Teams – Limitations of Participation.

### **Chapter 13: Conflict, Negotiations and Intergroup Behavior**

Sources of Conflict – Classification of Conflict: Intrapersonal Conflict; Interpersonal Conflict; Intergroup Conflict – The Conflict Process: Potential Opposition or Incompatibility; Cognition and Personalization; Intentions; Behavior; Outcomes – Negotiation: Distributive Bargaining; Integrative Bargaining – The Negotiation Process: Preparation and Planning; Defining roles; Clarification and Justification; Bargaining and Problem Solving; Closure and Implementation – Issues in the Negotiation Process: Biases in Decision-Making; Personality Traits; Cultural Differences; Third-Party Negotiation – Intergroup Relations: Factors that Affect Intergroup Relations; Managing Intergroup Relations.

### **Chapter 14: Foundations of Group Behavior**

Nature of Groups – Various Types of Groups: Formal Groups; Informal Groups – Stages of Group Development: The Five-Stage Model; The Punctuated Equilibrium Model – Group Structure: Formal Leadership; Roles; Norms; Status; Size; Composition – Group Tasks – Group Processes.

### **Chapter 15: Understanding Work Teams**

Definition of Work Teams – Benefits of Work Teams – Difference Between Work Groups and Work Teams: Broad Job Categories; Role of the Supervisor; Reward Systems – Types of Work Teams: Problem-Solving Teams; Self-Managed Work Teams; Cross-Functional Teams – Team Effectiveness: Essentials for Building Effective Teams; Shaping Individuals into Team Players – Teams and Total Quality Management – Teams and Workforce Diversity.

### **Chapter 16: Informal Organizations**

Nature of Informal Organizations – Benefits and Problems of Informal Organizations – Informal Communication: Essential Features of the Grapevine; Factors Responsible for Grapevine; Patterns of the Grapevine; Management Response to the Grapevine; Difference between a Grapevine and a Rumor – Managing Informal Organizations.

## **Part IV: The Organization System**

### **Chapter 17: Foundations of Organization Structure**

Definition of Structure – Key Elements in Designing an Organization Structure: Work Specialization; Departmentalization; Chain of Command; Span of Control; Centralization/Decentralization; Formalization – Types of Organizational Designs: Simple Structure; Bureaucratic Structure; Matrix Structure – Organizational Designs and Employee Behavior

### **Chapter 18: Decision Making**

The Nature of Decision Making – Decision Rationality – Types of Decisions: Programmed Decisions; Non-programmed Decisions; Models of Behavioral Decision Making: Economic Rationality Model; Simon's Bounded Rationality Model; The Judgmental Heuristics and Biases Model; The Social Model – Behaviorally Oriented Decision-Making Techniques: Traditional Participative Techniques; Modern Participative Techniques – Creativity and Decision Making – Group Decision Making: Group Polarization; Groupthink and Group Problem Solving.

### **Chapter 19: Power and Politics**

Definition and Meaning of Power – Distinctions between Power, Authority and Influence – Bases of Power: Coercive Power; Reward Power; Legitimate Power; Expert Power; Referent Power – The Dependency Factor: Importance; Scarcity; Non-Substitutability; Contingency Approaches to Power: Interdependence and

Influencability; Overall Contingency Model for Power – Power in Groups: Coalitions – Organizational Politics – Definition and Nature of Politics; Factors Relating to Political Behavior – The Ethics of Power and Politics.

### **Chapter 20: Organizational Culture**

Definition of Organizational Culture – Characteristics of Organizational Culture – Uniformity of Culture: Dominant Culture; Subculture – Strong Vs Weak Cultures: Sharedness; Intensity –Types of Culture – Culture and Formalization – Functions of Culture – Beginning of Culture in an Organization: Selection; Top Management; Socialization – Learning Culture: Stories; Rituals and Ceremonies; Material Symbols; Language – Changing Organizational Culture: The Change Process.

## **Part V: Organizational Change and Organization Development**

### **Chapter 21: Organizational Change**

Forces of Change – Managing Planned Change: First-Order Change; Second-Order Change – The Change Process: Problem Recognition; Identifying the Causes of Problems; Implementing the Change; Generating Motivation for Change; Managing the Transition State; Supporting the Change; Evaluating the Change – Resistance to Change: Individual Source of Resistance; Organizational Resistance – Overcoming Resistance to Change – Lewin's Three-Step Model – Innovation: Sources of Innovation – The Learning Organization: Managing Learning – Work Stress and Stress Management: Causes of Stress – Strategies to Cope with Stress – Individual Strategies to Cope with Stress; Organizational Strategies to Cope with Stress.

### **Chapter 22: Fundamentals of Organization Development**

Definitions and Concepts of Organization Development – History of Organization Development: Laboratory Training; Survey Feedback; Action Research; Tavistock Sociotechnical and Socioclinical Approach – Nature of Organization Development: Foundations of Organization Development; The OD Process – Client-Consultant Relationship.

### **Chapter 23: Organization Development Interventions**

Meaning of OD Interventions – Types of OD Interventions: Sensitivity Training; Survey Feedback; Process Consultation Interventions; Team Interventions; Force-field Analysis; Intergroup Team-Building Interventions; Third-Party Peacemaking Interventions; Structural Interventions.

### **Chapter 24: Future of Organizational Development**

Strengths of Organizational Development – The Future of OD: Leadership and Values; Knowledge about OD; OD Training; Interdisciplinary Nature of OD; Diffusion of OD Techniques; Integrative Practice; Rediscovering and Recording History – Possible Changes in OD Processes and Practice.