

# Understanding and Managing Organizational Behavior



Sixth Edition



PEARSON

Jennifer M George  
Gareth R Jones

# Understanding and Managing Organizational Behavior

International Edition

# Understanding and Managing Organizational Behaviour Global Edition

## Table of Contents

Cover

Contents

Preface

Chapter 1 Introduction to Organizational Behavior

Opening Case: Ursula Burns Succeeds Anne Mulcahy as CEO of Xerox

Overview

What Is Organizational Behavior?

The Nature of Organizational Behavior

Levels of OB

OB and Management

Managerial Functions

OB TODAY: How Joe Coulombe Used OB to Make Trader Joes a Success Story

Managerial Roles

Managerial Skills

Challenges for OB

Challenge 1: The Changing Social and Cultural Environment

Developing Organizational Ethics and Well-Being

ETHICS IN ACTION: How Unethical Behavior Shut Down a Meat-packing Plant

Dealing with a Diverse Workforce

Challenge 2: The Evolving Global Environment

Understanding Global Differences

GLOBAL VIEW: IKEA's Worldwide Approach to OB

Global Learning

Global Crisis Management

Challenge 3: Advancing Information Technology

IT and Organizational Effectiveness

IT, Creativity, and Organizational Learning

Challenge 4: Shifting Work and Employment Relationships

YOU'RE THE MANAGEMENT EXPERT: Moving to Self-Managed Teams

# **Table of Contents**

SUMMARY

EXERCISES IN UNDERSTANDING AND MANAGING ORGANIZATIONAL BEHAVIOR

CLOSING CASE: How Jeff Bezos Manages at Amazon.com

## **Appendix: A Short History of OB**

F.W. Taylor and Scientific Management

The Work of Mary Parker Follett

The Hawthorne Studies and Human Relations

Theory X and Theory Y

Theory X

Theory Y

## **PART 1 INDIVIDUALS IN ORGANIZATIONS**

### **Chapter 2 Individual Differences: Personality and Ability**

Opening Case: Nooyis Determination

Overview

The Nature of Personality

Determinants of Personality: Nature and Nurture

Personality and the Situation

FOCUS ON DIVERSITY: Liane Pelletier Transforms Alaska Communications

Personality: A Determinant of the Nature of Organizations

The Big Five Model of Personality

Extraversion

Neuroticism

Agreeableness

Conscientiousness

Openness to Experience

GLOBAL VIEW: Fujio Mitarai Cuts Costs, Develops New Products, and Protects the Environment at Canon

YOU'RE THE MANAGEMENT EXPERT: Understanding a New Employee

Conclusions

Other Organizationally Relevant Personality Traits

Locus of Control

Self-Monitoring

Self-Esteem

Type A and Type B Personalities

Needs for Achievement, Affiliation, and Power

How Personality Is Measured

The Nature of Ability

Cognitive Ability

Physical Ability

Where Do Abilities Come from and How Are They Measured?

# Table of Contents

Emotional Intelligence: A Different Kind of Ability

The Management of Ability in Organizations

Selection

Placement

Training

SUMMARY

EXERCISES IN UNDERSTANDING AND MANAGING ORGANIZATIONAL BEHAVIOR

CLOSING CASE: Mark Wilson Creates a Different Kind of Telemarketer

## Chapter 3 Values, Attitudes, and Moods and Emotions

Opening Case: Satisfied, Committed, and Happy Employees at Nugget Markets

Overview

Values, Attitudes, and Moods and Emotions

The Nature of Values

ETHICS IN ACTION: Gentle Giant Moving Company Values Honesty

The Nature of Work Attitudes

The Nature of Moods and Emotions

Relationships Between Values, Attitudes, and Moods and Emotions

Job Satisfaction

OB TODAY: Job Satisfaction Declines in the United States

Determinants of Job Satisfaction

Theories of Job Satisfaction

The Facet Model of Job Satisfaction

Herzbergs Motivator-Hygiene Theory of Job Satisfaction

The Discrepancy Model of Job Satisfaction

The Steady-State Theory of Job Satisfaction

Measuring Job Satisfaction

Potential Consequences of Job Satisfaction

Does Job Satisfaction Affect Job Performance?

Absenteeism

Turnover

Organizational Citizenship Behavior

Employee Well-Being

Organizational Commitment

Determinants of Affective Commitment

YOU'RE THE MANAGEMENT EXPERT: Increasing Affective Commitment

Potential Consequences of Affective Commitment

SUMMARY

EXERCISES IN UNDERSTANDING AND MANAGING ORGANIZATIONAL BEHAVIOR

CLOSING CASE: Paetec's Values Lead to a Satisfied and Committed Workforce

# **Table of Contents**

## **Chapter 4 Perception, Attribution, and the Management of Diversity**

Opening Case: Effectively Managing Diversity is an Ongoing Journey

Overview

The Nature of Perception

Motivation and Performance

Fairness and Equity

Ethical Action

Characteristics of the Perceiver

Schemas: The Perceivers Knowledge Base

FOCUS ON DIVERSITY: Discrimination in Layoff Decisions

The Perceivers Motivational State

The Perceivers Mood

Characteristics of the Target and Situation

Ambiguity of the Target

Social Status of the Target

Impression Management by the Target

Information Provided by the Situation

Standing Out in the Crowd: The Effects of Saliency in a Situation

ETHICS IN ACTION: Disabled Employees Key to Success at Habitat International

Biases and Problems in Person Perception

Primacy Effects

Contrast Effects

Halo Effects

Similar-to-Me Effects

Harshness, Leniency, and Average Tendency Biases

Knowledge-of-Predictor Bias

Attribution Theory

Internal and External Attributions

Attributional Biases

YOU'RE THE MANAGEMENT EXPERT: Helping a Coworker

Effectively Managing a Diverse Workforce

Securing Top-Management Commitment to Diversity

Diversity Training

Education

Mentoring Programs

Sexual Harassment

SUMMARY

EXERCISES IN UNDERSTANDING AND MANAGING ORGANIZATIONAL BEHAVIOR

CLOSING CASE: Sodexo and Principle Financial Group Recognized for the Effective Management of Diversity

# Table of Contents

## Chapter 5 Learning and Creativity

Opening Case: UPS Is Very Serious About Learning

Overview

The Nature of Learning

Learning through Consequences

Encouraging Desired Behaviors through Positive and Negative Reinforcement

Shaping

Discouraging Undesired Behaviors through Extinction and Punishment

Organizational Behavior Modification

Ethical Issues in OB MOD

Learning from Others

GLOBAL VIEW: Vicarious Learning at the Ritz-Carlton

Learning on Your Own

Beliefs about Ones Ability to Learn: The Role of Self-Efficacy

Sources of Self-Efficacy

Learning by Doing

Continuous Learning through Creativity

The Creative Process

Characteristics of Employees That Contribute to Creativity

OB TODAY: Jim Newtons Openness to Experience Helps Others Be Creative

Characteristics of the Organizational Situation That Contribute to Creativity

The Interaction of Personality and Situational Factors

YOU'RE THE MANAGEMENT EXPERT: Encouraging Independent Thinking

The Learning Organization

SUMMARY

EXERCISES IN UNDERSTANDING AND MANAGING ORGANIZATIONAL BEHAVIOR

CLOSING CASE: Continuous Learning and Innovation

## Chapter 6 The Nature of Work Motivation

Opening Case High Motivation at Enterprise Rent-A-Car

Overview

What is Work Motivation?

Direction of Behavior

Level of Effort

Level of Persistence

The Distinction Between Motivation and Performance

Intrinsic and Extrinsic Motivation

Theories of Work Motivation

Need Theory

Maslows Hierarchy of Needs

# Table of Contents

Alderfers ERG Theory

The Research Evidence

## Expectancy Theory

Valence: How Desirable Is an Outcome?

OB TODAY: Motivating Loyal Employees at the Container Store

Instrumentality: What Is the Connection Between Job Performance and Outcomes?

Expectancy: What Is the Connection Between Effort and Job Performance?

The Combined Effects of Valence, Instrumentality, and Expectancy on Motivation

## Equity Theory

Equity

Inequity

Ways to Restore Equity

The Effects of Inequity and the Research Evidence

## Organizational Justice Theory

Forms of Organizational Justice

YOU'RE THE MANAGEMENT EXPERT: When Equal Treatment Backfires

ETHICS IN ACTION: Organizational Justice at Genentech

Consequences of Organizational Justice

## SUMMARY

## EXERCISES IN UNDERSTANDING AND MANAGING ORGANIZATIONAL BEHAVIOR

## CLOSING CASE: Motivating Employees at the SAS Institute

## Chapter 7 Creating a Motivating Work Setting

Opening Case: High Motivation Results in Exceptional Customer Service at Zappos

### Overview

### Job Design: Early Approaches

Scientific Management

Job Enlargement and Job Enrichment

### Job Design: The Job Characteristics Model

Core Job Dimensions

OB TODAY: Tough Economic Times Result in Changes in Job Design

The Motivating Potential Score

Critical Psychological States

Work and Personal Outcomes

The Role of Individual Differences in Employees Responses to Job Design

The Research Evidence

### Job Design: The Social Information Processing Model

YOU'RE THE MANAGEMENT EXPERT: Redesigning Jobs

The Role of the Social Environment

The Role of Past Behaviors

### Job Design Models Summarized



# **Table of Contents**

FOCUS ON DIVERSITY: Job Sharing a Viable Option

## **Organizational Objectives**

GLOBAL VIEW: Offshoring Expands Into Many Kinds of Jobs

## **Goal Setting**

What Kinds of Goals Lead to High Motivation and Performance?

Why Do Goals Affect Motivation and Performance?

Limits to Goal-Setting Theory

Management by Objectives

## **Goal Setting and Job Design as Motivation Tools**

## **SUMMARY**

## **EXERCISES IN UNDERSTANDING AND MANAGING ORGANIZATIONAL BEHAVIOR**

## **CLOSING CASE: Motivating Employees at Google**

## **Chapter 8 Pay, Careers, and Changing Employment Relationships**

Opening Case: Changing Employment Relations in Tough Economic Times

### **Overview**

### **Psychological Contracts**

Determinants of Psychological Contracts

Types of Psychological Contracts

GLOBAL VIEW: Changing Employment Relations in Japan

When Psychological Contracts Are Broken

### **Performance Appraisal**

Encouraging High Levels of Motivation and Performance

Providing Information for Decision Making

Developing a Performance Appraisal System

YOU'RE THE MANAGEMENT EXPERT: Promoting High-Quality Customer Service

Potential Problems in Subjective Performance Appraisal

### **Pay and the Employment Relation**

Merit Pay Plans

OB TODAY: Acknowledging High Performers During a Recession

Should Merit Pay Be Based on Individual, Group, or Organizational Performance?

Should Merit Pay Be in the Form of a Salary Increase or a Bonus?

Examples of Merit Pay Plans

The Ethics of Pay Differentials and Comparable Worth

### **Careers**

The Nature of Careers

Types of Careers

Career Stages

Contemporary Career Challenges

## **SUMMARY**

# **Table of Contents**

EXERCISES IN UNDERSTANDING AND MANAGING ORGANIZATIONAL BEHAVIOR

CLOSING CASE: Valuing Employees at Costco

## **Chapter 9 Managing Stress and Work-Life Balance**

Opening Case: Job Loss and Its Consequences

Overview

The Nature of Stress

ETHICS IN ACTION: Violence in the Workplace

Individual Differences and Stress

Consequences of Stress

Sources of Stress

Personal Stressors

Job-Related Stressors

Group- and Organization-Related Stressors

Stressors Arising Out of Work-Life Balance

Environmental Uncertainty

GLOBAL VIEW: Coping with Grief and Loss

Coping with Stress

Problem-Focused Coping Strategies for Individuals

Emotion-Focused Coping Strategies for Individuals

Problem-Focused Coping Strategies for Organizations

YOU'RE THE MANAGEMENT EXPERT: Coping with the Stress of a Challenging New Job

FOCUS ON DIVERSITY: On-Site Child Care and Family Friendly Benefits at Guerra DeBerry Coody

Emotion-Focused Coping Strategies for Organizations

OB TODAY: Alleviating Stress Through Organizational Support

SUMMARY

EXERCISES IN UNDERSTANDING AND MANAGING ORGANIZATIONAL BEHAVIOR

CLOSING CASE: Stress and Burnout Among Entrepreneurs and the Self-Employed

## **PART 2 GROUP AND TEAM PROCESSES**

### **Chapter 10 The Nature of Work Groups and Teams**

Opening Case: Teams and Innovation at Cisco Systems

Overview

Introduction to Groups

Types of Work Groups

Group Development Over Time: The Five-Stage Model

Characteristics of Work Groups

Group Size

Group Composition

Group Function

Group Status

# Table of Contents

Group Efficacy

Social Facilitation

## How Groups Control Their Members: Roles and Rules

Roles

Written Rules

OB TODAY: Zingermans Steps to Success

## How Groups Control Their Members: Group Norms

Why Do Group Members Conform to Norms?

Idiosyncrasy Credit

The Pros and Cons of Conformity and Deviance

Balancing Conformity and Deviance

OB TODAY: Deviance and Conformity in Design Teams at IDEO

Ensuring that Group Norms are Functional for the Organization

YOU'RE THE MANAGEMENT EXPERT: Aligning Goals

## Socialization: How Group Members Learn Roles, Rules, and Norms

Socialization and Role Orientation

Socialization Tactics

## SUMMARY

## EXERCISES IN UNDERSTANDING AND MANAGING ORGANIZATIONAL BEHAVIOR

## CLOSING CASE: Teams Fuel Global Innovation at Whirlpool

## Chapter 11 Effective Work Groups and Teams

### Opening Case: How Nokia Uses Teams to Increase Global Effectiveness

### Overview

### Process Losses, Process Gains, and Group Effectiveness

Potential Performance?

Process Losses and Performance

OB TODAY: Process Losses Can Have Deadly Consequences in Hospitals

Process Gains and Performance

OB TODAY: The Rolling Stones Learn to Play Together

### Social Loafing: A Problem in Group Motivation and Performance

Group Size and Social Loafing

Ways to Reduce Social Loafing

OB TODAY: How GlaxoSmithKline Used Groups to Boost Productivity

### How Task Characteristics Affect Group Performance

Pooled Interdependence

Sequential Interdependence

Reciprocal Interdependence

YOU'RE THE MANAGEMENT EXPERT: What Kinds of Groups and Tasks?

### Group Cohesiveness and Performance

# **Table of Contents**

Factors that Contribute to Group Cohesiveness

Consequences of Group Cohesiveness

## **Important Organizational Groups**

The Top Management Team

Self-Managed Work Teams

OB TODAY: Dicks Drive-In Restaurants

Research and Development Teams

Virtual Teams

## **SUMMARY**

**EXERCISE IN UNDERSTANDING AND MANAGING ORGANIZATIONAL BEHAVIOR**

**CLOSING CASE: Why Microsofts Measurement System Led to Problems with Group Performance**

## **Chapter 12 Leaders and Leadership**

Opening Case How Sonys Gaijin CEO Changed Its Leadership Approach

Overview

Introduction to Leadership

### **Early Approaches to Leadership**

The Leader Trait Approach

The Leader Behavior Approach

OB TODAY: John Chambers of Cisco Systems Develops a Collaborative Leadership Approach

The Behavior Approach: Leader Reward and Punishing Behavior

Measuring Leader Behaviors

What Is Missing in the Trait and Behavior Approaches?

### **Fiedlers Contingency Theory of Leadership**

Leader Style

Situational Characteristics

The Contingency Model

### **Contemporary Perspectives on Leadership**

Path-Goal Theory: How Leaders Motivate Followers

OB TODAY: A Sister Act Helped Claires Stores to Sparkle

The Vroom and Yetton Model: Determining the Level of Subordinate Participation in Decision Making

Leader-Member Exchange Theory: Relationships Between Leaders and Followers

### **Does Leadership Always Matter in Organizations?**

Leadership Substitutes

Leadership Neutralizers

The Romance of Leadership

YOU'RE THE MANAGEMENT EXPERT: How to Lead Me

### **New Topics in Leadership Research**

Transformational and Charismatic Leadership

GLOBAL VIEW: Avon is Calling Everywhere

# **Table of Contents**

Leader Mood

Gender and Leadership

OB TODAY: Female Manufacturing Plant Managers Help Increase Product Quality

Ethical Leadership

OB TODAY: Whole Foods Markets Leads Through Ethics and Social Responsibility

Recap of Leadership Approaches

SUMMARY

EXERCISES IN UNDERSTANDING AND MANAGING ORGANIZATIONAL BEHAVIOR

CLOSING CASE: Tammy Savage and the NETGENeration

## **Chapter 13 Power, Politics, Conflict, and Negotiation**

Opening Case: Pfizers John MacKay Uses Power and Politics to Increase Performance

Overview

The Nature of Power and Politics

Sources of Individual Power

Sources of Formal Individual Power

ETHICS IN ACTION: New York City Taxi Drivers Make a Fast Buck

Sources of Informal Individual Power

YOU'RE THE MANAGEMENT EXPERT: Identifying Who Has Power

Sources of Functional and Divisional Power

Ability to Control Uncertain Contingencies

Irreplacability

Centrality

ETHICS IN ACTION: Two Judges Use Their Power and Control Over Their Courts to Corrupt Them

Ability to Control and Generate Resources

Organizational Politics: The Use of Power

Tactics for Increasing Individual Power

OB TODAY: Bob Iger Uses His Political Skills to Change Walt Disney

Managing Organizational Politics

GLOBAL VIEW: Mining Companies Act Tough in Australia

What Is Organizational Conflict?

Sources of Organizational Conflict

Differentiation

Task Relationships

Scarcity of Resources

Pondys Model of Organizational Conflict

Latent Conflict

Perceived Conflict

Felt Conflict

OB TODAY: Manifest Conflict Erupts Between eBay and Its Sellers

Manifest Conflict

# **Table of Contents**

Conflict Aftermath

OB TODAY: When Partners Battle for Control of Their Company

## **Negotiation: Resolving Conflict**

Individual-Level Conflict Management

Group-Level Conflict Management

Promoting Compromise

## **SUMMARY**

## **EXERCISES IN UNDERSTANDING AND MANAGING ORGANIZATIONAL BEHAVIOR**

## **CLOSING CASE: Mixing Business and Family Causes Conflict**

## **Chapter 14 Communicating Effectively in Organizations**

Opening Case: Toyota Is Accused of Being a Poor Communicator

### **Overview**

### **What Is Communication?**

The Functions of Communication

ETHICS IN ACTION: A Peanut Company's Use of Communication Causes Many Problems

Communication Networks in Organizations

### **The Communication Process**

The Sender and the Message

Encoding

The Medium

The Receiver: Decoding and the Feedback Loop

### **Barriers to Effective Communication**

Filtering and Information Distortion

OB TODAY: Why Communication Is Vital on an Airliner

Poor Listening

OB TODAY: The Consequences of Poor Listening Skills

Lack of or Inappropriate Feedback

Rumors and the Grapevine

Workforce Diversity

Differences in Cross-cultural Linguistic Styles

GLOBAL VIEW: Honda and Foxconn Have a Communication Problem in China

### **Selecting an Appropriate Communication Medium**

Information Richness

OB TODAY: Telemarketing Turns-Off Customers

Trade-Offs in the Choice of Media

Using Advanced IT

### **Persuasive Communication**

YOU'RE THE MANAGEMENT EXPERT: How to Speed Product Development

A Model of Persuasive Communication

OB TODAY: A Failure in Communication

# **Table of Contents**

Communication in Crisis Situations

SUMMARY

EXERCISES IN UNDERSTANDING AND MANAGING ORGANIZATIONAL BEHAVIOR

CLOSING CASE: How Chryslers Tom Lasorda Learned How to Talk to Employees

## **Chapter 15 Decision Making and Organizational Learning**

Opening Case: Mattel Wins the War in Toyland

Overview

Types of Decisions

Nonprogrammed Decisions

OB TODAY: Steve Jobss and Apples Engineers Excel at Nonprogrammed Decision Making

Programmed Decisions

Ethical Decision Making

ETHICS IN ACTION: Guidants Major Ethical Lapse

The Decision-Making Process

The Classical Model of Decision Making

March and Simons Administrative Model of Decision Making

Sources of Error in Decision Making

Heuristics and Their Effects

Escalation of Commitment

The Role of Information Technology

GLOBAL VIEW: SAPs ERP System

Group Decision Making

Advantages of Group Decision Making

Disadvantages of Group Decision Making

Other Consequences of Group Decision Making

Decision Making in Crisis Situations

YOURE THE MANAGEMENT EXPERT: Solving Competition Between Teams

Group Decision-Making Techniques

Brainstorming

The Nominal Group Technique

The Delphi Technique

Group Decision-Making Techniques Used in Total Quality Management

OB TODAY: How Plexus Decided It Could Make Flexible Manufacturing Pay Off

Organizational Learning

Types of Organizational Learning

OB TODAY: IDEO Helps Organizations Learn How to Learn

Principles of Organizational Learning

OB TODAY: How to Create a Learning Organization

Leadership and Learning

SUMMARY

# **Table of Contents**

EXERCISES IN UNDERSTANDING AND MANAGING ORGANIZATIONAL BEHAVIOR

CLOSING CASE: Turnaround Decision Making at Liz Claiborne

## **PART 3 ORGANIZATIONAL PROCESSES**

### **Chapter 16 Organizational Design and Structure**

Opening Case: Avon Reorganizes Its Global Structure

Overview

Designing Organizational Structure

The Organizational Environment

Technology

Human Resources and the Employment Relationship

Organic and Mechanistic Structures

Grouping Jobs into Functions and Divisions

YOU'RE THE MANAGEMENT EXPERT: Which Work System Is the Best?

Functional Structure

Divisional Structures: Product, Market, and Geographic

OB TODAY: Why the Houston ISD Changed to a Market Structure

Advantages of a Divisional Structure

Disadvantages of a Divisional Structure

Matrix Structure

Summary

Coordinating Functions and Divisions

Allocating Authority

OB TODAY: Caterpillar Gets Leaner and More Focused

OB TODAY: To Centralize or Decentralize That Is the Question

Mutual Adjustment and Integrating Mechanisms

GLOBAL VIEW: A Product Team Structure Can Insure High Performance

Standardization

New IT-Enabled Forms of Organizational Design and Structure

The Effects of IT Inside Organizations

GLOBAL VIEW: IBM and Accenture Create Virtual Organizations

The Effects of IT Between Organizations

SUMMARY

EXERCISES IN UNDERSTANDING AND MANAGING ORGANIZATIONAL BEHAVIOR

CLOSING CASE: Home Depots Military-Style Structure

### **Chapter 17 Organizational Culture and Ethical Behavior**

Opening Case: How a New CEO Transformed Fords Culture

Overview

What Is Organizational Culture?

How Is an Organizations Culture Transmitted to Its Members?



# **Table of Contents**

Socialization and Socialization Tactics

Stories, Ceremonies, and Organizational Language

OB TODAY: UPS and Walmart Know How to Build Persuasive Cultures

YOU'RE THE MANAGEMENT EXPERT: A Culture of Cleanliness

## **Factors Shaping Organizational Culture**

Characteristics of People Within the Organization

Organizational Ethics

ETHICS IN ACTION: Apple: Do You Protect Your Products or the Workers Who Assemble Them?

The Employment Relationship

OB TODAY: How Making Employees Owners Can Change Organizational Culture

Organizational Structure

Adaptive Cultures versus Inert Cultures

OB TODAY: How Google's Founders Created a Groovy Culture

Traits of Strong, Adaptive Corporate Cultures

## **Values from the National Culture**

Hofstede's Model of National Culture

## **Creating an Ethical Culture**

Why Does Unethical Behavior Occur?

ETHICS IN ACTION: Jim McCormick's ADE-51 Bomb Detector

Ways to Create an Ethical Culture

GLOBAL VIEW: Everything Is Not Coming Up Roses

## **SUMMARY**

## **EXERCISES IN UNDERSTANDING AND MANAGING ORGANIZATIONAL BEHAVIOR**

CLOSING CASE: Why 3M Has an Innovative Culture

## **Chapter 18 Organizational Change and Development**

Opening Case: Dell Struggles to Regain Its Leadership

### **Overview**

### **Forces for and Resistance to Organization Change**

Forces for Change

ETHICS IN ACTION: Outsourcing and Sweatshops: Do They Go Hand in Hand?

Impediments to Change

### **Organization-Level Resistance to Change**

Group-Level Resistance to Change

Individual-Level Resistance to Change

Lewin's Force-Field Theory of Change

### **Evolutionary and Revolutionary Change in Organizations**

Evolutionary Change I: Sociotechnical Systems Theory

Evolutionary Change II: Total Quality Management

OB TODAY: Starwood Works to Satisfy Its Customers

Revolutionary Change I: Reengineering

# **Table of Contents**

OB TODAY: Hallmark Card Wakes Up

Revolutionary Change II: Restructuring

Revolutionary Change III: Innovation

## **Managing Change: Action Research**

Diagnosis of the Organization

Determining the Desired Future State

Implementing Action

Evaluating the Action

YOU'RE THE MANAGEMENT EXPERT: Bringing Change to a Restaurant

Institutionalizing Action Research

## **Organization Development**

OD Techniques to Deal with Resistance to Change

OB TODAY: Crisis After Crisis Seem to Plague BP

OD Techniques to Promote Change

## **SUMMARY**

## **EXERCISES IN UNDERSTANDING AND MANAGING ORGANIZATIONAL BEHAVIOR**

CLOSING CASE: How United Technologies Manages the Change Process

## **Appendix: Research Methods in Organizational Behavior**

### **Glossary**

A

B

C

D

E

F

G

H

I

J

K

L

M

N

O

P

# Table of Contents

Q

R

S

T

U

V

W

References

Name Index

A

B

C

D

E

F

G

H

I

J

K

L

M

N

O

P

Q

R

S

T

U

V

W

Y

# Table of Contents

Z

Company Index

A

B

C

D

E

F

G

H

I

J

K

L

M

N

O

P

Q

R

S

T

U

V

W

X

Y

Z

Subject Index