



Global Edition

Behavior in Organizations

Tenth Edition

Jerald Greenberg

PEARSON

Behavior in Organizations

Global Edition

Behavior in Organizations: Global Edition

Table of Contents

Cover

Contents

Preface

PART 1 Introduction to Organizational Behavior

Chapter 1 The Field of Organizational Behavior

PREVIEW CASE: The Talented Chief of Taleo

Organizational Behavior: Its Basic Nature

What Is the Field of Organizational Behavior All About?

Why Is It Important to Know About OB?

What Are the Fields Fundamental Assumptions?

OB Recognizes the Dynamic Nature of Organizations

OB Assumes There Is No One Best Approach

OB Then and Now: A Capsule History

The Early Days: Scientific Management and the Hawthorne Studies

Classical Organizational Theory

Late Twentieth Century: Organizational Behavior as a Social Science

OB in Todays Infotech Age

OB Responds to the Rise of Globalization and Diversity

International Business and the Global Economy

The Shifting Demographics of the Workforce: Trends Toward Diversity

OB Responds to Advances in Technology

Leaner Organizations: Downsizing and Outsourcing

The Virtual Organization

Telecommuting: Going to Work Without Leaving Home

OB Is Responsive to Peoples Changing Expectations

Employees and Employers Desire Engagement

In Search of Flexibility: Responding to Needs of Employees

Summary and Review of Learning Objectives

Points to Ponder

Experiencing OB

Practicing OB

CASE IN POINT: Floyds Barbershop: A Cut Above the Rest

Special Sections

Table of Contents

TODAYS DIVERSE AND GLOBAL ORGANIZATIONS: Whats in a Name? It Depends Where You Live

OB IN PRACTICE: Telecommuting as a Business Continuity Strategy

THE ETHICS ANGLE: Are I-Deals Unfair?

Chapter 2 Organizational Justice, Ethics, and Corporate Social Responsibility

PREVIEW CASE: A Huge Days Pay for a Seriously Bad Days Work

Organizational Justice: Fairness Matters

Two Important Points to Keep in Mind

Forms of Organizational Justice and Their Effects

A Neurological Basis for Responses to Injustice

Strategies for Promoting Organizational Justice

Pay Workers What They Deserve

Offer Workers a Voice

Explain Decisions Thoroughly and in a Manner Demonstrating Dignity and Respect

Train Workers to Be Fair

Ethical Behavior in Organizations: Its Fundamental Nature

What Do We Mean by Ethics?

Ethics and the Law

Why Do Some People Behave Unethically, at Least Sometimes and What Can Be Done About It?

Individual Differences in Cognitive Moral Development

Situational Determinants of Unethical Behavior

Using Corporate Ethics Programs to Promote Ethical Behavior

Components of Corporate Ethics Programs

The Effectiveness of Corporate Ethics Programs

Ethics in the International Arena

Ethical Relativism and Ethical Imperialism: Two Extreme Positions

Three Guiding Principles of Global Ethics

Beyond Ethics: Corporate Social Responsibility

What Is Corporate Social Responsibility?

Forms of Socially Responsible Behavior

Profitability and Social Responsibility: The Virtuous Circle

Summary and Review of Learning Objectives

Points to Ponder

Experiencing OB

Practicing OB

CASE IN POINT: HP = Hidden Pretexting? What Did in Dunn?

Special Sections

THE ETHICS ANGLE: Making A Business Case for Ethical Behavior

OB IN PRACTICE: Using Ethics Audits to Monitor the Triple Bottom Line

TODAYS DIVERSE AND GLOBAL ORGANIZATIONS: Nike Turns the Tables on Critics of Employee

Table of Contents

Conditions

VIDEO CASES: Global Business at KPMG

Social Responsibility at Terra Cycle

Work/Life Balance

PART 2 Basic Human Processes

Chapter 3 Perception and Learning: Understanding and Adapting to the Work Environment

PREVIEW CASE: In Tune for Success

Social Perception and Social Identity: Understanding Others and Ourselves

Social Perception: What Are Others Like?

Social Identity: Who Am I?

The Attribution Process: Judging the Causes of Others Behavior

Making Correspondent Inferences: Using Acts to Judge Dispositions

Causal Attribution of Responsibility: Answering the Question Why?

Perceptual Biases: Systematic Errors in Perceiving Others

The Fundamental Attribution Error

The Halo Effect: Keeping Perceptions Consistent

The Similar-to-Me Effect: If You're Like Me, You Must Be Pretty Good

Selective Perception: Focusing on Some Things While Ignoring Others

First-Impression Error: Confirming One's Expectations

Self-Fulfilling Prophecies: The Pygmalion Effect and the Golem Effect

Stereotyping: Fitting People into Categories

Why Do We Rely on Stereotypes?

The Dangers of Using Stereotypes in Organizations

Perceiving Others: Organizational Applications

Employment Interviews: Managing Impressions to Prospective Employers

Performance Appraisal: Formal Judgments About Job Performance

Learning: Adapting to the World Around Us

Operant Conditioning: Learning Through Rewards and Punishments

Observational Learning: Learning by Imitating Others

Training: Learning and Developing Job Skills

Varieties of Training Methods

Principles of Learning: Keys to Effective Training

Organizational Practices Using Reward and Punishment

Organizational Behavior Management

Discipline: Eliminating Undesirable Organizational Behaviors

Summary and Review of Learning Objectives

Points to Ponder

Experiencing OB

Table of Contents

Practicing OB

CASE IN POINT: Smiling Might Not Be Such a Safe Way to Treat Safeway Customers

Special Sections

OB IN PRACTICE: A Creative Approach to Avoiding Stereotyping

TODAYS DIVERSE AND GLOBAL ORGANIZATIONS: Performance Evaluations in the United States and Japan

THE ETHICS ANGLE: Principles for Using Discipline Fairly and Effectively, Too

Chapter 4 Individual Differences: Personality, Skills, and Abilities

PREVIEW CASE: Kenneth Chenault: An American Success at American Express

Personality: Its Basic Nature

What Is Personality?

Personality and Situations: The Interactionist Approach

How Is Personality Measured?

Do Organizations Have Personalities Too?

Major Work-Related Aspects of Personality: The Big Five, Positive Versus Negative Affectivity, and Core Self-Evaluations

The Big Five Dimensions of Personality: Our Most Fundamental Traits

Positive and Negative Affectivity: Tendencies Toward Feeling Good or Bad

Core Self-Evaluations: How Do We Think of Ourselves?

Additional Work-Related Aspects of Personality

Machiavellianism: Using Others to Get Ahead

Achievement Motivation: The Quest for Excellence

Morning Persons and Evening Persons

Abilities and Skills: Having What It Takes to Succeed

Intelligence: Three Major Types

Physical Abilities: Capacity to Do the Job

Social Skills: Interacting Effectively with Others

Summary and Review of Learning Objectives

Points to Ponder

Experiencing OB

Practicing OB

CASE IN POINT: Howard Schultz: The Personality Behind Starbucks

Special Sections

OB IN PRACTICE: Boosting Employees Self-Efficacy

TODAYS DIVERSE AND GLOBAL ORGANIZATIONS: Achievement Motivation and Economic Growth Around the World

THE ETHICS ANGLE: Are IQ Tests Inherently Unethical?

Chapter 5 Coping with Organizational Life: Emotions and Stress

PREVIEW CASE: How to Beat Call-Center Stress

Understanding Emotions and Mood

Table of Contents

Properties of Emotions

Types of Emotions

The Basic Nature of Mood

The Role of Emotions and Mood in Organizations

Are Happier People More Successful on Their Jobs?

Why Are Happier Workers More Successful?

Affective Events Theory

Managing Emotions in Organizations

Emotional Dissonance

Controlling Anger (Before It Controls You)

The Basic Nature of Stress

Stressors in Organizations

The Cognitive Appraisal Process

Bodily Responses to Stressors

Major Causes of Stress in the Workplace

Occupational Demands

Conflict Between Work and Nonwork

Sexual Harassment: A Pervasive Problem in Work Settings

Role Ambiguity: Stress from Uncertainty

Overload and Underload

Responsibility for Others: A Heavy Burden

Lack of Social Support: The Costs of Isolation

Adverse Effects of Organizational Stress

Lowered Task Performance But Only Sometimes

Desk Rage

Stress and Health: The Silent Killer

Reducing Stress: What Can Be Done?

Employee Assistance Programs and Stress Management Programs

Wellness Programs

Managing Your Own Stress

Summary and Review of Learning Objectives

Points to Ponder

Experiencing OB

Practicing OB

CASE IN POINT: A Basketball Court Judge Faces a Federal Court Judge

Special Sections

OB IN PRACTICE: Managing Anger in the Workplace

TODAY'S DIVERSE AND GLOBAL ORGANIZATIONS: Do Women and Men Respond Differently to Stress?

THE ETHICS ANGLE: Companies and Employee Health: An Invitation for Big Brother?

VIDEO CASES: Training and Development

Table of Contents

Managing Stress

PART 3 The Individual in the Organization

Chapter 6 Work-Related Attitudes: Prejudice, Job Satisfaction, and Organizational Commitment

PREVIEW CASE: A Second Chance

Attitudes: What are They?

Basic Definitions

Three Essential Components of Attitudes

Prejudice and Discrimination: Negative Attitudes and Behavior Toward Others

The Challenges of Organizational Demography

Anatomy of Prejudice: Some Basic Distinctions

Everyone Can Be a Victim of Prejudice and Discrimination!

Strategies for Overcoming Workplace Prejudice: Managing a Diverse Workforce

Affirmative Action

Diversity Management: Orientation and Rationale

Diversity Management: What are Companies Doing?

Job Satisfaction: Its Nature and Major Theories

The Nature of Job Satisfaction: Fundamental Issues

The Dispositional Model of Job Satisfaction

Value Theory of Job Satisfaction

Social Information Processing Model

Consequences of Job Dissatisfaction and Ways to Reduce Them

Employee Withdrawal: Voluntary Turnover and Absenteeism

Job Performance: Are Dissatisfied Employees Poor Performers?

Job Satisfaction and Injuries: Are Happy Workers Safe Workers?

Job Satisfaction and Life Satisfaction

Organizational Commitment: Attitudes Toward Companies

Varieties of Organizational Commitment

Why Strive for an Affectively Committed Workforce?

How to Promote Affective Commitment

Summary and Review of Learning Objectives

Points to Ponder

Experiencing OB

Practicing OB

CASE IN POINT: Dominos Pizza Takes a Bite Out of Turnover

Special Sections

OB IN PRACTICE: How the Good Hands People Use Diversity as a Competitive Weapon

THE ETHICS ANGLE: Promoting Job Satisfaction by Treating People Ethically

TODAYS DIVERSE AND GLOBAL ORGANIZATIONS: Does Absenteeism Mean the Same Thing in Canada and

Table of Contents

China?

Chapter 7 Motivation in Organizations

PREVIEW CASE: PAC Engineering: Employee Motivation, Different Priorities for
Different Territories

Motivation in Organizations: Its Basic Nature

Components of Motivation

Three Key Points About Motivation

Motivating by Enhancing Fit with an Organization

Motivational Traits and Skills

Organizational Factors: Enhancing Motivational Fit

Motivating by Setting Goals

Goal-Setting Theory

Guidelines for Setting Effective Performance Goals

Motivating by Being Equitable

Equity Theory: Balancing Outcomes and Inputs

Managerial Implications of Equity Theory

Motivating by Altering Expectations

Basic Elements of Expectancy Theory

Putting Expectancy Theory to Work: Key Managerial Implications

Motivating by Structuring Jobs to Make Them Interesting

Job Enlargement and Job Enrichment

The Job Characteristics Model

Designing Jobs That Motivate: Managerial Guidelines

Summary and Review of Learning Objectives

Points to Ponder

Experiencing OB

Practicing OB

CASE IN POINT: Google: Searching for a Better Way to Work

Special Sections

TODAYS DIVERSE AND GLOBAL ORGANIZATIONS: Inequity in Housework: Comparing Married Women and
Men

THE ETHICS ANGLE: Should Doctors Be Paid for Their Performance?

OB IN PRACTICE: Autonomy Is Not Music to the Maestros Ears

VIDEO CASES: Diversity at KPMG

Motivating Employees at KPMG

PART 4 Group Dynamics

Chapter 8 Group Dynamics and Work Teams

PREVIEW CASE: Making a Better Place One Electric Vehicle at a Time
Groups at Work: Their Basic Nature

Table of Contents

What Is a Group?

What Types of Groups Exist?

Why Do People Join Groups?

The Formation of Groups

The Five-Stage Model of Group Formation

The Punctuated-Equilibrium Model

The Structural Dynamics of Work Groups

Roles: The Hats We Wear

Norms: A Groups Unspoken Rules

Status: The Prestige of Group Membership

Cohesiveness: Getting the Team Spirit

Individual Performance in Groups

Social Facilitation: Working in the Presence of Others

Social Loafing: Free Riding When Working with Others

Teams: Special Kinds of Groups

Defining Teams and Distinguishing Them from Groups

Types of Teams

Creating and Developing Teams: A Four-Stage Process

Effective Team Performance

How Successful Are Teams?

Potential Obstacles to Success: Why Some Teams Fail

Developing Successful Teams

Compensate Team Performance

Recognize the Role of Team Leaders

Communicate the Urgency of the Teams Mission

Train Members in Team Skills

Promote Cooperation Within and Between Teams

Select Team Members Based on Their Skills or Potential Skills

A Cautionary Note: Developing Successful Teams Requires Patience

Summary and Review of Learning Objectives

Points to Ponder

Experiencing OB

Practicing OB

CASE IN POINT: Inside the Peloton: Social Dynamics of the Tour de France

Special Sections

TODAYS DIVERSE AND GLOBAL ORGANIZATIONS: Is Social Loafing a Universal Phenomenon?

THE ETHICS ANGLE: Fairness in Teams: What Are Members Looking For?

OB IN PRACTICE: Making Cross-National Team Successful

Chapter 9 Communication in Organizations

PREVIEW CASE: Reducing Interruptions High-Tech Style at Microsoft and IBM

Table of Contents

Communication: Its Basic Nature

- Defining Communication and Describing the Process
- Purposes and Levels of Organizational Communication

Verbal and Nonverbal Communication: Messages With and Without Words

- Verbal Media
- Matching the Medium to the Message
- Nonverbal Communication

The Role of Technology: Computer-Mediated Communication

- Synchronous Communication: Video-Mediated Communication
- Asynchronous Communication: E-Mail and Instant Messaging
- Does High-Tech Communication Dehumanize the Workplace?

Formal Communication in Organizations

- Organizational Structure Influences Communication
- Downward Communication: From Supervisor to Subordinate
- Upward Communication: From Subordinate to Superior
- Lateral Communication: Coordinating Messages Among Peers
- Communicating Inside Versus Outside the Organization: Strategic Communication

Informal Communication Networks: Behind the Organizational Chart

- Organizations Hidden Pathways
- The Nature of the Grapevine
- Rumors and How to Combat Them

Individual Differences in Communication

- Sex Differences in Communication: Do Women and Men Communicate Differently?
- Cross-Cultural Differences in Communication

Improving Your Communication Skills

- Use Jargon Sparingly
- Be Consistent in What You Say and Do
- Become an Active, Attentive Listener
- Gauge the Flow of Information: Avoiding Overload
- Give and Receive Feedback: Opening Channels of Communication
- Be a Supportive Communicator: Enhancing Relationships

Summary and Review of Learning Objectives

Points to Ponder

Experiencing OB

Practicing OB

CASE IN POINT: ARM's Virtual Success Story

Special Sections

- OB IN PRACTICE: The Downside of Communicating Layoffs Via E-Mail
- THE ETHICS ANGLE: Should Employers Be Monitoring Employees Computer Activities?
- TODAYS DIVERSE AND GLOBAL ORGANIZATIONS: Promoting Cross-Cultural Communication

Table of Contents

Chapter 10 Decision Making in Organizations

PREVIEW CASE: How Should We Handle the Tiger Affair?

A General, Analytical Model of the Decision-Making Process

Decision Formulation

Decision Consideration

Decision Implementation

The Broad Spectrum of Organizational Decisions

Programmed Versus Nonprogrammed Decisions

Certain Versus Uncertain Decisions

Top-Down Versus Empowered Decisions

Factors Affecting Decisions in Organizations

Individual Differences in Decision Making

Group Influences: A Matter of Trade-Offs

Organizational Influences on Decision Making

How Are Individual Decisions Made?

The Rational-Economic Model: In Search of the Ideal Decision

The Administrative Model: Acknowledging the Limits of Human Rationality

Image Theory: An Intuitive Approach to Decision Making

The Imperfect Nature of Individual Decisions

Framing Effects

Reliance on Heuristics

The Inherently Biased Nature of Individual Decisions

Group Decisions: Do Too Many Cooks Spoil the Broth?

When Are Groups Superior to Individuals?

When Are Individuals Superior to Groups?

Techniques For Improving the Effectiveness of Decisions

Training Individuals to Improve Group Performance

Techniques for Enhancing Group Decisions

Group Decision Support Systems

Summary and Review of Learning Objectives

Points to Ponder

Experiencing OB

Practicing OB

CASE IN POINT: Coca-Cola: Deciding on the Look

Special Sections

TODAYS DIVERSE AND GLOBAL ORGANIZATIONS: How Does National Culture Affect the Decision-Making Process?

OB IN PRACTICE: Strategies for Avoiding Groupthink

THE ETHICS ANGLE: Why Do People Make Unethical Decisions? Bad Apples, Bad Cases, and Bad Barrels

Table of Contents

Chapter 11 Interpersonal Behavior at Work: Conflict, Cooperation, Trust, and Deviance

PREVIEW CASE: NASCAR: The Etiquette of Drafting

Psychological Contracts and Trust: Building Blocks of Working Relationships

Psychological Contracts: Our Expectations of Others

Trust in Working Relationships

Organizational Citizenship Behavior: Going Above and Beyond Formal Job Requirements

Forms of OCB

Why Does OCB Occur?

Does OCB Really Matter?

Cooperation: Providing Mutual Assistance

Cooperation Between Individuals

Cooperation Between Organizations: Interorganizational Alliances

Conflict: The Inevitable Result of Incompatible Interests

Types of Conflict

Causes of Conflict

Consequences of Conflict

Managing Conflict Through Negotiation

Alternative Dispute Resolution

Deviant Organizational Behavior

Constructive and Destructive Workplace Deviance

Whistle-Blowing: Constructive Workplace Deviance

Cyberloafing: Deviant Behavior Goes High-Tech

Workplace Aggression and Violence

Abusive Supervision: Workplace Bullying

Employee Theft

Summary and Review of Learning Objectives

Points to Ponder

Experiencing OB

Practicing OB

CASE IN POINT: Southwest Airlines: Profits from People

Special Sections

TODAYS DIVERSE AND GLOBAL ORGANIZATIONS: Psychological Contracts in China and the United States: Are They the Same

OB IN PRACTICE: How to Promote OCB

THE ETHICS ANGLE: The Benefits of Promoting Conflict

VIDEO CASES: Effective Versus Ineffective Communication

Groups and Teams at Kluster

Technology and the Tools of Communication

Table of Contents

PART 5 Influencing Others

Chapter 12 Power: Its Uses and Abuses in Organizations

PREVIEW CASE: Abuse of Power or An Indiscriminate Jerk?

Influence: A Basic Organizational Process

Tactics for Exerting Influence

Can Managers Learn to Use Influence More Effectively?

Individual Power: Sources and Uses

Position Power: Influence That Comes with the Office

Personal Power: Influence That Comes from the Individual

How Is Individual Power Used?

When Can Being Powerful Be a Liability?

Empowerment: Sharing Power with Employees

Do Employees Like Being Empowered?

Empowerment Climate

The Power of Organizational Groups

The Resource-Dependency Model: Controlling Critical Resources

The Strategic Contingencies Model: Power Through Dependence

Sexual Harassment: A Serious Abuse of Power

Nature and Scope of Sexual Harassment

Managing Sexual Harassment in the Workplace: What to Do

Organizational Politics: Selfish Uses of Power

Forms of Political Behavior

Why Does Political Behavior Occur?

The Impact of Organizational Politics

Summary and Review of Learning Objectives

Points to Ponder

Experiencing OB

Practicing OB

CASE IN POINT: The Smith Brothers Low-Key Approach to Organizational Power

Special Sections

OB IN PRACTICE: Cultivating Your Own Influence Skills

TODAYS DIVERSE AND GLOBAL ORGANIZATIONS: Comparing Reactions to Empowerment in Four Different Nations

THE ETHICS ANGLE: Dispelling Myths about Sexual Harassment

Chapter 13 Leadership in Organizations

PREVIEW CASE: The Woman Who Saved the Chicken Fajitas

The Nature of Leadership

Defining Leadership

Important Characteristics of Leadership

Table of Contents

Leaders Versus Managers: A Key Distinction At Least in Theory

The Trait Approach to Leadership: Having the Right Stuff

The Great Person Theory

Transformational Leaders: Special People Who Make Things Happen

Leadership Behavior: What Do Leaders Do?

Participative Versus Autocratic Leadership Behaviors

Person-Oriented Versus Production-Oriented Leaders

Developing Successful Leader Behavior: Grid Training

Leaders and Followers

The Leader-Member Exchange (LMX) Model: The Importance of Being in the In-Group

The Challenge of Leading Work Teams

Contingency Theories of Leader Effectiveness

LPC Contingency Theory: Matching Leaders and Tasks

Situational Leadership Theory: Adjusting Leadership Style to the Situation

Path-Goal Theory: Leaders as Guides to Valued Goals

Leadership Development: Bringing Out the Leader Within You

360-Degree Feedback

Networking

Executive Coaching

Mentoring

Job Assignments

Action Learning

Summary and Review of Learning Objectives

Points to Ponder

Experiencing OB

Practicing OB

CASE IN POINT: A New Era for Newark

Special Sections

OB IN PRACTICE: Coaching Tips from Some of the Best

TODAYS DIVERSE AND GLOBAL ORGANIZATIONS: Guanxi: Social Networking in China

THE ETHICS ANGLE: Using Leadership Development Techniques to Promote Authentic Leaders

VIDEO CASES: Leadership at Kluster

Decision Making at Insomnia Cookies

PART 6 Organizational Processes

Chapter 14 Organizational Culture, Creativity, and Innovation

PREVIEW CASE: The Global Face of Social Networking

Organizational Culture: Its Basic Nature

Organizational Culture: A Definition

Core Cultural Characteristics

Table of Contents

Strength of Organizational Culture: Strong and Weak

Cultures Within Organizations: One or Many?

The Role of Culture in Organizations

Forms of Organizational Culture: The Competing Values Framework

Creating, Transmitting and Changing Organizational Culture

How Is Organizational Culture Created?

Tools for Transmitting Culture

Why and How Does Organizational Culture Change?

Creativity in Individuals and Teams

Components of Individual and Team Creativity

A Model of the Creative Process

Promoting Creativity in Organizations

Training People to be Creative

Developing Creative Work Environments

The Process of Innovation

Major Forms of Innovation

Targets of Innovation

Conditions Required for Innovation to Occur

Stages of the Organizational Innovation Process

Summary and Review of Learning Objectives

Points to Ponder

Experiencing OB

Practicing OB

CASE IN POINT: Amazon.com: Innovation via the Two-Pizza Team

Special Sections

THE ETHICS ANGLE: Building an Ethical Organizational Culture

TODAYS DIVERSE AND GLOBAL ORGANIZATIONS: Where in the World is Entrepreneurial Creativity Promoted?

OB IN PRACTICE: How to Inspire Innovation

Chapter 15 Organizational Structure and Design

PREVIEW CASE: Verizon and McAfee Head for the Cloud Together

Organizational Structure: The Basic Dimensions of Organizations

Hierarchy of Authority: Up and Down the Organizational Ladder

Span of Control: Breadth of Responsibility

Division of Labor: Carving Up the Work to Be Done

Line Versus Staff Positions: Decision Makers Versus Advisers

Decentralization: Delegating Power Downward

Departmentalization: Ways of Structuring Organizations

Functional Organizations: Departmentalization by Task

Product Organizations: Departmentalization by Type of Output

Table of Contents

Matrix Organizations: Departmentalization by Both Function and Product

Organizational Design: Coordinating the Structural Elements of Organizations

Classical and Neoclassical Approaches: The Quest for the One Best Design

The Contingency Approach: Design According to Environmental Conditions

Mintzbergs Framework: Five Organizational Forms

The Vertically Integrated Organization

Team-Based Organizations

A Strategic Approach to Designing Organizations

Strategy

Contingency Factors

Task Qualities and Coordination Mechanisms

Structural or Design Feature

Interorganizational Designs: Joining Multiple Organizations

Boundaryless Organizations: Eliminating Walls

Conglomerates: Diversified Megacorporations

Strategic Alliances: Joining Forces for Mutual Benefit

Summary and Review of Learning Objectives

Points to Ponder

Experiencing OB

Practicing OB

CASE IN POINT: Commercial Metals Company Steels the Show

Special Sections

THE ETHICS ANGLE: How Fair is Centralization? It Depends Who You Ask

OB IN PRACTICE: Organizational Design Strategies for the Information Age

TODAYS DIVERSE AND GLOBAL ORGANIZATIONS: The Changing Economic and Regulatory Factors

Influencing Organizational Design

Chapter 16 Managing Organizational Change: Strategic Planning and Organizational Development

PREVIEW CASE: Ghosn Overcomes Cultural Barriers at Nissan

The Prevalence of Change in Organizations

The Message Is Clear: Change or Disappear!

Change Is a Global Phenomenon

The Nature of the Change Process

Targets: What, Exactly, Is Changed?

Magnitude: How Much Is Changed?

Forces: Why Does Unplanned Change Occur?

Strategic Planning: Deliberate Change

Basic Assumptions About Strategic Planning

About What Do Companies Make Strategic Plans?

The Strategic Planning Process: Making Change Happen

Table of Contents

Resistance to Change: Maintaining the Status Quo

- Individual Barriers to Change
- Organizational Barriers to Change
- Readiness for Change: When Will Organizational Change Occur?
- Factors Affecting Resistance to Change
- How Can Resistance to Organizational Change Be Overcome?

Organizational Development Interventions: Implementing Planned Change

- Management by Objectives: Clarifying Organizational Goals
- Survey Feedback: Inducing Change by Sharing Information
- Appreciative Inquiry
- Action Labs
- Quality of Work Life Programs: Humanizing the Workplace
- Critical Questions About Organizational Development

Summary and Review of Learning Objectives

Points to Ponder

Experiencing OB

Practicing OB

CASE IN POINT: The Swiss Post: The Yellow Giant Moves

Special Sections

- TODAYS DIVERSE AND GLOBAL ORGANIZATIONS: Strategic Values: More American Than Universal
- OB IN PRACTICE: Making Changes Stick: Tips from Three Established Organizations
- THE ETHICS ANGLE: Is Organizational Development Inherently Unethical?

VIDEO CASES: Change, Creativity, and Innovation at Terra Cycle

- Organizational Culture at Terra Cycle
- Inside Student Advantage

Appendixes

Appendix 1 Learning About Behavior in Organizations: Theory and Research

- Isn't It All Just Common Sense?
- Theory: an Indispensable Guide to Organizational Research
- Survey Research: The Correlational Method
- Experimental Research: The Logic of Cause and Effect

Appendix 2 Understanding and Managing Your Career

- The Nature of Careers
- Getting Started: Making Career Choices
- Managing Established Careers

Endnotes

Glossary

Table of Contents

Company Index

Name Index

Subject Index