

Organizations

Behavior, Structure, Processes

Thirteenth Edition

James L. Gibson

University of Kentucky

John M. Ivancevich

University of Houston

James H. Donnelly, Jr.

University of Kentucky

Robert Konopaske

Florida Atlantic University



Boston Burr Ridge, IL Dubuque, IA New York San Francisco St. Louis
Bangkok Bogotá Caracas Kuala Lumpur Lisbon London Madrid Mexico City
Milan Montreal New Delhi Santiago Seoul Singapore Sydney Taipei Toronto

Contents

Preface vi

PART ONE

INTRODUCTION 1

Chapter 1

The Study of Organizations 2

- Global Account Managers: Multiple Skills Are Needed 3
- OB IN THE REAL WORLD: Putting People First 4
- Studying Organizational Behavior 5
 - Organizational Behavior Follows Principles of Human Behavior 6*
 - Organizations Are Social Systems 6*
 - Multiple Factors Shape Organizational Behavior 6*
 - Structure and Processes Affect Organizational Behavior and the Emergent Culture 7*
 - The Blending of the Art and Science of Organizational Behavior 8*
- A Model for Managing Organizations: Behavior, Structure, and Processes 8
 - The Organization's Environment 8*
 - Behavior within Organizations 9*
- OB IN THE REAL WORLD: A Few Leadership Maxims 11
 - The Structure and Design of Organizations 11*
 - The Process of Organizations 12*
- Perspectives on Effectiveness 13
- The Nature of Managerial Work 15
 - Planning Effective Performance 16*
 - Organizing Effective Performance 16*
- OB IN THE REAL WORLD: Another Day as a Manager 17
 - Leading Effective Performance 17*
 - Controlling Effective Performance 18*
- Three Ways to Think about Effectiveness 18
 - Goal Approach to Effectiveness 18*
 - Systems Theory Approach to Effectiveness 19*
 - Stakeholder Approach to Effectiveness 21*
 - Organizational Change and Learning 22*
- Managerial Work and the Behavior, Structure, and Processes of Organizations 23
- Summary of Key Points 24

- Discussion and Review Questions 25
- Taking It to the Net: Traditional versus New Economy Comparison 26
- CASE FOR ANALYSIS: McDonald's: Attempting to Regain Its Effectiveness? 26

Chapter 2

Organizational Culture 28

- Nike's Culture Activists: Attempt to Dampen Growth 29
- Organizational Culture 29
 - Organizational Culture Defined 30*
- OB IN THE REAL WORLD: Cultural Diagnosis at Alberto-Culver 31
- OB IN THE REAL WORLD: Pfizer 32
- Organizational Culture and Societal Value Systems 32
 - Organizational Culture and Its Effects 33*
 - Creating Organizational Culture 34*
- OB IN THE REAL WORLD: Five Best Places to Work 35
 - Types of Culture 35*
 - Organizational Subcultures 37*
 - Merging Cultures 37*
 - Influencing Culture Change 38*
 - Organizational Culture and Spirituality 40*
 - Socialization and Culture 41*
 - Socialization Stages 41*
- Characteristics of Effective Socialization 43
 - Effective Anticipatory Socialization 43*
 - Effective Accommodation Socialization 44*
 - Effective Role Management Socialization 45*
 - Mentors and Socialization 45*
- OB IN THE REAL WORLD: Mentoring Can Go Haywire 46
- Socializing a Culturally Diverse Workforce 47
- OB IN THE REAL WORLD: Learning about Diversity 48
 - Management's Ability to Capitalize on Diversity 48*
- Summary of Key Points 49
- Discussion and Review Questions 50
- Taking It to the Net: One of the Best Firms 50

CASE FOR ANALYSIS: Creating a Knowledge-Based Culture 51
EXPERIENTIAL EXERCISE: Testing National Culture Knowledge 51

Chapter 3
Globalization 53

The Virtual Expatriate 54
Globalization 55
OB IN THE REAL WORLD: *Offshoring*: Does It Create or Replace Jobs in the Global MarketPlace 56
 Global Strategic Skills 58
 Team-Building Skills 59
 Organization Skills 59
 Communication Skills 59
OB IN THE REAL WORLD: Communicating in Global Virtual Teams 60
 Transfer of Knowledge Skills 61
Culture 61
 National Culture 61
 History and Culture 61
OB IN THE REAL WORLD: Ethical Differences 62
Cultural Dimensions 63
 People's Relationship to Nature 63
 Individualism versus Collectivism 63
 Time Orientation 63
 Activity Orientation 64
 Degree of Formality 64
 Language 64
 Religion 65
Cross-Cultural Research Findings 65
 Hofstede's Research 65
 Hofstede-Inspired Research 70
 The GLOBE Project 71
Cross-Cultural Transitions 73
 Human Resources for International Assignments 73
OB IN THE REAL WORLD: Expatriate Managers 74
 The Expatriate Manager 74
 Culture Shock and the Expatriate Manager 76
 Training the Expatriate Manager 77
The Global Theme for Organizations: Behavior, Structure, and Process 78
Summary of Key Points 79
Discussion and Review Questions 80
Taking It to the Net: Offshoring: What's It All About? 81
CASE FOR ANALYSIS: Employment Opportunities in Multinational Firms 82

EXPERIENTIAL EXERCISE: How Important Is Your Family? 86
EXPERIENTIAL EXERCISE: Expatriate Sources on the Web 87

PART TWO
BEHAVIOR WITHIN ORGANIZATIONS: THE INDIVIDUAL 89

Chapter 4
Individual Behavior and Differences 90

A Grown-Up Risk Taker 91
The Basis for Understanding Behavior 92
Individual Differences 94
 Abilities and Skills 94
 Demographics 96
OB IN THE REAL WORLD: Coca-Cola Ranks High in Terms of Diversity Practices 97
Individual Psychological Variables 98
 Perception 98
 Attribution 101
 Attribution Errors 102
 Attitudes 103
OB IN THE REAL WORLD: Changing Values in the Workplace 107
OB IN THE REAL WORLD: Is Pay the Most Important Factor? 110
 Job Satisfaction Comparison of Individuals in Work Arrangements 111
 Job Satisfaction and Customer Satisfaction 111
 Personality 111
OB IN THE REAL WORLD: The Myers-Briggs Type Indicator (MBTI) Is Preferred by Managers 115
 Emotional Intelligence 120
OB IN THE REAL WORLD: Emotional Contagion: A Lesson for the Emotionally Intelligent 121
The Psychological Contract 121
Psychological Contract Violations 122
Summary of Key Points 123
Discussion and Review Questions 124
Taking It to the Net 125
CASE FOR ANALYSIS: A Potter's Wheel 125
EXPERIENTIAL EXERCISE: Applying Attribution Theory 125
Chapter 5
Motivation: Background and Theories 127
Addressing the Motivation Puzzle 128
What Is Motivation? 130

The Starting Point: The Individual	131
Motivation Theories: A Classification System	133
Maslow's Need Hierarchy	134
<i>Selected Need Hierarchy Research</i>	134
Alderfer's ERG Theory	135
<i>ERG: Limited Research Base</i>	136
Herzberg's Two-Factor Theory	137
<i>Critique of Herzberg's Theory</i>	138
McClelland's Learned Needs Theory	139
<i>Research on Learned Needs</i>	140
OB IN THE REAL WORLD: Women Managers: Better Motivators than Men?	141
A Synopsis of the Four Content Theories	142
OB IN THE REAL WORLD: Organizational Citizenship Behavior: Going the Extra Mile	145
Expectancy Theory	145
<i>Terminology</i>	145
<i>Principles of Expectancy Theory</i>	146
<i>Research on Expectancy</i>	148
<i>Management Practices</i>	148
OB IN THE REAL WORLD: Assessing Outcomes More Thoroughly	149
<i>Criticisms of Expectancy Theory</i>	149
Equity Theory	150
<i>Alternatives to Restore Equity</i>	151
<i>Research on and Criticism of Equity Theory</i>	152
Summary of Key Points	153
Discussion and Review Questions	154
Taking It to the Net: Generational Differences	154
CASE FOR ANALYSIS: What Motivates Entrepreneurs?	154
EXPERIENTIAL EXERCISE: Applying Motivation Theory	157

Chapter 6

Motivation: Organizational Applications 158

Reward or Punishment: The Saga of Stock Options	159
Learning	160
<i>Social Learning</i>	160
<i>Operant Conditioning</i>	161
Principles of Operant Conditioning	162
Behavior Modification: A Managerial Perspective	164
<i>Research on Reinforcement Theory</i>	166
<i>Criticisms of Behavior Modification</i>	166

OB IN THE REAL WORLD: Feedback Is Motivational	167
Behavioral Self-Management	168
<i>A Self-Regulation Model</i>	168
Goal-Setting Theory	169
<i>The Goal-Setting Process</i>	169
<i>Goal-Setting Research</i>	171
<i>Criticisms of Goal Setting</i>	174
Reviewing Motivation	174
Organizational Reward Systems	176
<i>A Model of Individual Rewards</i>	176
OB IN THE REAL WORLD: What Are Rewards in a Diverse Workforce?	178
Extrinsic and Intrinsic Rewards	178
<i>Extrinsic Rewards</i>	178
<i>Intrinsic Rewards</i>	181
<i>The Interaction of Intrinsic and Extrinsic Rewards</i>	182
<i>Rewards, Turnover, and Absenteeism</i>	182
<i>Rewards and Job Performance</i>	183
<i>Rewards and Organizational Commitment</i>	183
Reward Systems in High-Performing Organizations	183
<i>Cafeteria-Style Fringe Benefits</i>	183
<i>Banking Time Off</i>	184
<i>Skill-Based Pay</i>	185
<i>Gainsharing</i>	185
OB IN THE REAL WORLD: Skill-Based Pay Programs Can Increase Learning	186
Kohn's Criticism of Performance-Based Rewards	187
Summary of Key Points	188
Discussion and Review Questions	190
Taking It to the Net: How about Noncash Rewards?	190
CASE FOR ANALYSIS: Jack Welch of General Electric: A Neutron Bomb or a Motivator?	191
EXPERIENTIAL EXERCISE: Making Choices about Rewards	193
EXPERIENTIAL EXERCISE: Valuing Diversity	194

Chapter 7

Workplace Stress: Issues and Management 196

Putting Balance into Work/Life Spillover	197
What Is Stress?	198
Organizational Stress: A Model	199
Work Stressors: Individual, Group, and Organizational	201
<i>Individual Stressors</i>	201

OB IN THE REAL WORLD: Monotonous or Underloaded Pain and Stress 203

Group and Organizational Stressors 203

Nonwork Stressors 205

Stress Outcomes 205

Individual Outcomes 206

OB IN THE REAL WORLD: Stress and Death in Japan 206

Organizational Consequences 208

OB IN THE REAL WORLD: Myths and Burnout 209

OB IN THE REAL WORLD: The Costs of Job Stress 210

Stress Moderators 211

Personality 211

Type A Behavior Pattern 212

Social Support 213

Stress Prevention and Management 214

Maximizing Person–Environment Fit 215

Organizational Stress Prevention and Management Programs 216

OB IN THE REAL WORLD: The Costs of Job Stress, Part 2 218

Sustaining a Wellness Strategy 219

Individual Approaches to Stress Prevention and Management 220

Summary of Key Points 222

Discussion and Review Questions 222

Taking It to the Net: The Annual

Physical Exam 223

CASE FOR ANALYSIS: Business Traveler Stress 223

EXPERIENTIAL EXERCISE: Behavior Activity Profile—A Type A Measure 224

EXPERIENTIAL EXERCISE: Health Risk Appraisal 227

PART THREE

BEHAVIOR WITHIN ORGANIZATIONS: GROUPS AND INTERPERSONAL INFLUENCE 229

Chapter 8

Group and Team Behavior 230

Teams Can Change the World 231

The Invention Team 231

The Apple Team 231

The Magic of an Idea Team 231

The Meaning of a Group 232

Types of Groups 232

Formal Groups 233

Informal Groups 233

Why People Form Groups 234

The Satisfaction of Needs 234

Proximity and Attraction 234

Group Goals 235

Economics 235

Stages of Development 235

The Five-Stage Model 236

The Punctuated Equilibrium Model 236

Characteristics of Groups 236

Structure 237

Status Hierarchy 237

Roles 237

Norms 238

Leadership 240

Cohesiveness 240

OB IN THE REAL WORLD: Groupthink and a Positive Result 242

Social Loafing 244

The Nature and Types of Teams 245

Problem-Solving Teams 245

Virtual Teams 245

OB IN THE REAL WORLD: Microsoft Virtual Teaming 246

Cross-Functional Teams 247

Skunkworks 247

Self-Directed Work Teams 247

OB IN THE REAL WORLD: The Earliest

Skunkworks 248

Why Teams Are Formed 248

Enhanced Productivity 249

Flattening Organizations 249

Need for Flexibility and Quicker Decisions 250

Workforce Diversity 250

OB IN THE REAL WORLD: Group Diversity:

Some Points to Consider 251

Improved Quality 252

Increased Customer Satisfaction 252

Obstacles to Effective Teams 252

Building Effective Teams 253

Top-Level Commitment and Provision of Clear

Goals 253

Management–Employee Trust 253

Willingness to Take Risks and Share Information 253

OB IN THE REAL WORLD: Team-Building Pointers (Learning from Geese) 254

Time, Resources, and a Commitment to Training 254

Intergroup Behavior and Conflict 255

The Role Concept 255

<i>Multiple Roles and Role Sets</i>	256
<i>Role Perception</i>	256
<i>Role Conflict</i>	256
<i>Results of Role Conflict</i>	257
Summary of Key Points	257
Discussion and Review Questions	258
Taking It to the Net: Team Building	259
CASE FOR ANALYSIS: Leading a Virtual Team	259
EXPERIENTIAL EXERCISE: Participation in and Observation of Group Processes	260

Chapter 9

Conflict and Negotiation 262

How Intergroup Conflict Can Affect an International Startup Team	263
A Realistic View of Intergroup Conflict	264
<i>Functional Conflict</i>	264
<i>Dysfunctional Conflict</i>	264
OB IN THE REAL WORLD: How Do You Handle Interpersonal Conflict?	265
<i>Conflict and Organizational Performance</i>	266
<i>Views on Intergroup Conflict in Practice</i>	266
<i>Intragroup Conflict and Group Productivity</i>	266
Why Intergroup Conflict Occurs	268
<i>Work Interdependence</i>	268
OB IN THE REAL WORLD: Interdependence in Sports	269
<i>Differences in Goals</i>	269
<i>Differences in Perceptions</i>	270
Consequences of Dysfunctional Intergroup Conflict	272
<i>Changes within Groups</i>	272
<i>Changes between Groups</i>	272
Managing Intergroup Conflict through Resolution	273
<i>Problem Solving</i>	273
<i>Superordinate Goals</i>	273
<i>Expansion of Resources</i>	274
<i>Avoidance</i>	274
<i>Smoothing</i>	274
<i>Compromise</i>	274
<i>Authoritative Command</i>	275
<i>Altering the Human Variable</i>	275
<i>Altering the Structural Variables</i>	275
<i>Identifying a Common Enemy</i>	275
Managing Intergroup Conflict through Negotiation	276
<i>Cross-Cultural Negotiations</i>	276
<i>Group Negotiations</i>	277

<i>Prenegotiation Tasks</i>	277
<i>Negotiation Tactics</i>	278
<i>The Effect of Personalities on the Negotiation Process</i>	279
<i>The Role of Trust</i>	279
<i>Alternatives to Direct Negotiations</i>	280
Resolving Group Conflict through Team Building	280
<i>Team Building as a Process</i>	281
OB IN THE REAL WORLD: Resolving Conflict through Team Building in a Small Computer Organization	282
<i>Management's Role in Building Teams</i>	282
Managing Intergroup Conflict through Stimulation	283
<i>Communication</i>	283
<i>Bringing Outside Individuals into the Group</i>	283
<i>Altering the Organization's Structure</i>	284
<i>Stimulating Competition</i>	284
Summary of Key Points	284
Discussion and Review Questions	285
Taking It to the Net: Negotiating Tips	285
CASE FOR ANALYSIS: A Successful Partnership at Ford-Mazda	286
EXPERIENTIAL EXERCISE: The Old Stack Problem	287

Chapter 10

Power and Politics 289

The Personal Power of Great Business Leaders	290
Power and Authority	290
Interpersonal Power	291
<i>Legitimate Power</i>	291
<i>Reward Power</i>	292
<i>Coercive Power</i>	292
<i>Expert Power</i>	292
<i>Referent Power</i>	292
Need for Power	293
OB IN THE REAL WORLD: Build Your Interpersonal Power	294
Structural and Situational Power	294
<i>Resources</i>	295
<i>Decision-Making Power</i>	295
<i>Information Power</i>	295
Upward Flow of Power	296
Interdepartmental Power	296
<i>Coping with Uncertainty</i>	297
<i>Centrality</i>	298
<i>Substitutability</i>	298
Obedience to Authority	299

Political Strategies and Tactics 300
 OB IN THE REAL WORLD: The Neighborhood
 Bully Is Back: At Your Workplace 301
 Research on Politics 301
 Impression Management 302
 Playing Politics 303
 OB IN THE REAL WORLD: Can Business Schools
 Teach Ethics? 305
 Ethics, Power, and Politics 305
 Summary of Key Points 306
 Discussion and Review Questions 307
 Taking It to the Net: Office Politics 101 307
 CASE FOR ANALYSIS: Terry's Dilemma 308
 EXPERIENTIAL EXERCISE: Office Diplomacy:
 The Dos and Don'ts 309

Chapter 11

Leadership: Fundamentals 310

Business Leaders: Born or Made? 311
 Leadership Defined 312
 Traits That Appear to Identify Leaders 314
 Abilities 314
 Personality Traits 314
 Motivation 315
 Synopsis of Trait Theory 315
 OB IN THE REAL WORLD: Wanted: Global
 Leaders 316
 The Behaviors of Effective Leaders 317
 Job-Centered and Employee-Centered
 Leadership 317
 Initiating Structure and Consideration
 Leadership 318
 OB IN THE REAL WORLD: Studies of Leadership
 in Japan and China 319
 Comparisons of Effective Leadership
 Behavior Theories 319
 The Effects of Situational Differences 320
 Contingency Leadership Model 321
 Path-Goal Model 325
 Hersey-Blanchard Situational Leadership
 Model 328
 OB IN THE REAL WORLD: Helping Women
 Become Leaders 329
 Leader-Member Exchange Theory 331
 Comparing the Situational Approaches 331
 Summary of Key Points 333
 Discussion and Review Questions 333
 Taking It to the Net: Using Facts Not Gossip 334
 CASE FOR ANALYSIS: A New Leadership
 Position 334

EXPERIENTIAL EXERCISE: Personal and Group
 Leadership Hall of Fame 335
 EXPERIENTIAL EXERCISE: Leadership Coach:
 Are Employees BOBs or WOWs? 336

Chapter 12

Leadership: Emerging and Changing Concepts 338

Leadership in a Post-September 11 America 339
 Vroom-Jago Leadership Model 341
 Nature of the Vroom-Yetton-Jago Model 341
 OB IN THE REAL WORLD: The Roles of Leaders
 in Self-Managed Teams 344
 Application of the New Model 345
 Validity of the Vroom-Jago
 Model 345
 International Research 345
 Limitations of the Model 347
 Attribution Theory of Leadership 347
 Leaders's Attributions 347
 Leader's Perception of Responsibility 348
 Attributional Leadership Model 348
 Leader Behavior: Cause or Effect? 349
 Charismatic Leadership 349
 Defining Charismatic Leadership 350
 Conger's Model 350
 What Constitutes Charismatic Leadership
 Behavior? 350
 Two Types of Charismatic Leaders 351
 OB IN THE REAL WORLD: Ethical Leadership in
 Difficult Times 352
 Transactional and Transformational
 Leadership 353
 Transactional Leadership 353
 Transformational Leadership 354
 OB IN THE REAL WORLD: A Leader Who Stands
 Up and Stands Out 355
 OB IN THE REAL WORLD: Level 5
 Leadership 356
 Substitutes for Leadership 357
 OB IN THE REAL WORLD: Searching for the
 Magical Leadership Formula 359
 Summary of Key Points 359
 Discussion and Review Questions 360
 Taking It to the Net: Leaders Need
 Guidance Too! 361
 CASE FOR ANALYSIS: Intel Prepares Its Top
 Leaders 361
 EXPERIENTIAL EXERCISE: Vroom-Jago
 Leadership Style Analysis 362

PART FOUR

THE STRUCTURE AND DESIGN OF ORGANIZATIONS 365

Chapter 13

Work Design 366

Designing Jobs to Allow Work/Family Balance 367
 Designing Jobs to Enhance Quality of Work Life 368

Work/Family Balance and Job Design 369

OB IN THE REAL WORLD: Job Sharing at Xerox:

How Two Employees Made It Happen 370

The Important Concepts of Job Design 371

Job Performance Outcomes 371

Objective Outcomes 371

Personal Behavior Outcomes 372

Intrinsic and Extrinsic Outcomes 372

Job Satisfaction Outcomes 372

Describing Jobs through Job Analysis 373

Job Content 373

Job Requirements 373

Job Context 374

Job Analysis in Different Settings 374

OB IN THE REAL WORLD: Six Sigma: Cure-All or Destroyer of Innovation? 375

Job Designs: The Results of Job Analysis 376

Range and Depth 376

Job Relationships 377

The Way People Perceive Their Jobs 378

Perceived Job Content 378

Job Characteristics 379

Individual Differences 379

Social Setting Differences 380

Designing Job Range: Job Rotation and Job Enlargement 380

Job Rotation 380

Job Enlargement 381

Designing Job Depth: Job Enrichment 381

OB IN THE REAL WORLD: Job Redesign through Applications of Modular Tasks 384

Teams and Job Design 385

Total Quality Management and Job Design 385

Summary of Key Points 387

Discussion and Review Questions 387

Taking It to the Net: Search for a Good Fit? Online Job Descriptions 388

CASE FOR ANALYSIS: Work Redesign in an Insurance Company 389

EXPERIENTIAL EXERCISE: Personal Preferences 390

Chapter 14

Organization Structure 392

Organization Structure and Firm Survival 393

The Concept of Organization Structure 394

Structure as an Influence on Behavior 394

Structure as Recurring Activities 395

Designing an Organization Structure 395

Division of Labor 396

Departmental Bases 397

Functional Departmentalization 397

Geographic Departmentalization 399

Product Departmentalization 399

Customer Departmentalization 400

Combined Bases for Departmentalization: The Matrix Organization 400

Span of Control 401

OB IN THE REAL WORLD: Rover Group Uses

Matrix Organization to Great Advantage 402

Required Contact 402

Degree of Specialization 402

OB IN THE REAL WORLD: The Effects of Downsizing on the Spans of Control of Managers 403

Ability to Communicate 403

Delegation of Authority 404

Reasons to Decentralize Authority 404

Reasons to Centralize Authority 405

Decision Guidelines 405

Mechanistic and Organic Models of Organization Design 406

The Mechanistic Model 406

The Organic Model 408

Contingency Design Theories 410

Technology and Organizational Design 410

The Classic Study of Technology and Organizational Design 411

Understanding the Relationship between Technology and Structure 412

Environment and Organizational Design 412

The Classic Study of the Relationship between Environment and Organizational Design 412

Environmental Uncertainty and Organizational Design in the Service Sector 414

Understanding the Relationship between Environmental Uncertainty and Structure 415

Environmental Uncertainty, Information Processing, and Adaptive Design Strategies 416

Sociotechnical Systems Theory 416

Creating Virtual Organizations 417

Summary of Key Points 418

Discussion and Review Questions 419
Taking It to the Net: Virtual Organizational Design 420
CASE FOR ANALYSIS: Defining the Role of a Liaison Officer 420
EXPERIENTIAL EXERCISE: Identifying and Changing Organization Design 422

PART FIVE
THE PROCESSES OF ORGANIZATIONS 425

Chapter 15
Managing Communication Processes 426

Communicating in Global Virtual Teams 427
The Importance of Communication 428
OB IN THE REAL WORLD: Communication Can Make the Difference 429
 The Communication Process 429
 A Classic Model 430
 Nonverbal Messages 432
Communicating Across Cultures 432
 Words 433
 Space 433
 Time 433
OB IN THE REAL WORLD: Toyota in France: Culture Clash? 434
 Behavior 434
Communicating within Organizations 435
 Directions of Communication 435
 Communication and Technology 436
 The Grapevine: An Informal Communication Channel 439
Interpersonal Communication 441
 Interpersonal Styles 441
 Interpersonal Strategies 442
 Managerial Styles 442
Barriers to Effective Communication 443
 Barriers Created by the Sender 444
 Barriers Created by the Receiver 446
 Barriers Created by the Sender and/or Receiver 446
OB IN THE REAL WORLD: Intranets Improve Internal Communication 448
Improving Communication in an Organization 449
 Following Up 449
 Regulating Information Flow 449
 Utilizing Feedback 450

Empathy 450
Repetition 450
Encouraging Mutual Trust 450
Effective Timing 451
Simplifying Language 451
Effective Listening 451
Summary of Key Points 452
Discussion and Review Questions 453
Taking It to the Net: Netiquette: Effectively Communicating with E-Mail 453
CASE FOR ANALYSIS: Leigh Randell 454
EXPERIENTIAL EXERCISE: Perceptual Differences 455

Chapter 16
Decision Making 457

Decision Making: Are You as Good as You Think You Are? 458
Types of Decisions 458
OB IN THE REAL WORLD: Falling in Love with Technology 460
The Decision-Making Process 461
 Establishing Specific Goals and Objectives and Measuring Results 462
 Identifying Problems 462
 Developing Alternatives 463
 Evaluating Alternatives 463
 Choosing an Alternative 464
 Implementing the Decision 464
 Control and Evaluation 464
OB IN THE REAL WORLD: Do Good Companies Make Poor Decisions? 465
Behavioral Influences on Individual Decision Making 466
 Ethical Decision Making 466
 Values 468
 Personality 468
 Propensity for Risk 469
 Potential for Dissonance 470
 Escalation of Commitment 471
Group Decision Making 471
OB IN THE REAL WORLD: Henry Ford Established Fordlândia ("Ford Land") in the Amazon! 472
 Individual versus Group Decision Making 473
 Techniques for Stimulating Creativity in Group Decision Making 474
Summary of Key Points 476
Discussion and Review Questions 476
Taking It to the Net: Can Better Decision Making Be Taught? 477

CASE FOR ANALYSIS: Breaking the Rules 477
 EXPERIENTIAL EXERCISE: Lost on the Moon:
 A Group Decision Exercise 478

Chapter 17

Managing Organizational Change and Learning 480

Managing Change Is a Proactive Behavior 481
 Learning Principles and Change 482
 Change Agents 483
 External Change Agents 483
 Internal Change Agents 484
 External–Internal Change Agents 484
 Resistance to Change 484
 Why People Resist Change 485
 OB IN THE REAL WORLD: Some Actions to
 Reduce Resistance to Change 486
 Reducing Resistance to Change 487
 A Model for Managing Organizational Change 487
 Forces for Change 488
 Environmental Forces 488
 Internal Forces 489
 Diagnosis of a Problem 489
 Alternative Interventions 490
 Depth and Approach of Intended Change 490
 Identifying Alternative Change Techniques 492
 Structural Change 492
 Behavioral Change 493
 Technological Change 495
 Appreciative Inquiry 496
 OB IN THE REAL WORLD: Technology
 Change Creates Ethical Issues for
 Managers 497
 OB IN THE REAL WORLD: Snapshots of AI Use
 and Claims 499
 Trends in Organizational Change 499
 Recognizing Limiting Conditions 501
 Overcoming Limiting Conditions 502
 Leadership Climate 502
 Formal Organization 502
 Organizational Culture 503
 Resistance to Change 503
 Implementing and Evaluating the Change 503
 The Ethical Issues of Organizational
 Change 504
 Some Guidelines for Managing Change 505

The Learning Organization 505
 Learning Capabilities and Leadership 506
 Learning 507
 Summary of Key Points 508
 Discussion and Review Questions 509
 Taking It to the Net: Monitoring Dramatic
 Changes 509
 CASE FOR ANALYSIS: Bayer’s Major Changes
 in One Plant 509
 EXPERIENTIAL EXERCISE: Alternative Ways
 to Initiate Change 511

APPENDIX A

Procedures and Techniques for Studying Organizations: Behavior, Structure, Processes 513

Sources of Knowledge about Organizations 513
 History 513
 Experience 515
 Science 515
 Behavioral Sciences Research and Methods 515
 Research 515
 The Scientific Approach 516
 Methods of Inquiry 516
 Research Designs 520
 One-Shot Design 520
 One-Group Pretest–Posttest Design 521
 Static-Group Comparison Design 522
 Pretest–Posttest Control Group Design 522
 Posttest-Only Control Group Design 523
 Solomon Four-Group Design 523
 Observation and Measurement 523
 Observation 523
 Interviews 524
 Questionnaires 524
 Nonreactive Measures 524
 Qualitative Research 524

Glossary 526

Endnotes 535

Name Index 579

Company Index 589

Subject Index 591