Contents

List of Tables xi
List of Figures xii
List of Boxes xiii
List of Abbreviations xvi
Preface xviii

PART 1: THE BACKDROP

1. Organizational Behaviour 3
   • Facets of Organizational Behaviour 4
   • Growth of Organizational Behaviour 6
   • Organizational Behaviour in the Indian Setting 15
   • Global Organizational Behaviour 20
   • Summary 24
   • Exercises 24

2. Indian Cultural Context 28
   • Indian Cultural Perspective 29
   • Indian Cultural Traditions 31
   • The Composite Indian Mindset 37
   • Shifting Organizational Behaviour 47
   • Summary 49
   • Exercises 49

3. The Indian Milieu 53
   • Culture: The Soul of the Larger Milieu 54
   • Economic Landscape 55
   • Political Scenario 66
   • Social Milieu 68
   • The International Milieu 73
   • Summary 74
   • Exercises 75
8. Teamwork 191
   • Genesis of Teamwork 192
   • Teams and Groups 192
   • Diversity-consensus Dilemma 194
   • Cultural Influences on Teamwork 196
   • Types of Teams 201
   • Building Teams in Indian Organizations 206
   • Summary 209
   • Exercises 209

9. Power and Politics 215
   • The Concepts 216
   • Interpersonal Power Dynamics 220
   • Inter-group Power Relationships 231
   • Organizational Politics 234
   • Summary 236
   • Exercises 236

10. Effective Leadership 241
    • Concepts and Approaches 242
    • Organizational Context 242
    • Task System 243
    • Leader's Characteristics 250
    • Leadership Processes 257
    • Strategy for Developing Effective Leaders 258
    • Summary 260
    • Exercises 261

11. Theories of Leadership 267
    • An Overview 268
    • Leader-centric Theories 269
    • Theories of Interactive Relationships 276
    • Contingency Theories 280
    • Summary 286
    • Exercises 287

PART 4: ORGANIZATIONS

12. Organizational Culture 297
    • Related Concepts 298
    • Perspectives on Organizational Culture 304