

Preface xxiii

About the Author iv

PART ONE • INTRODUCTION 1

Chapter 1 What Is Organizational Behavior? 1

PART TWO • THE INDIVIDUAL 32

- Chapter 2 Foundations of Individual Behavior 32
Chapter 3 Values, Attitudes, and Job Satisfaction 60
Chapter 4 Personality and Emotions 90
Chapter 5 Perception and Individual Decision Making 120
Chapter 6 Basic Motivation Concepts 154
Chapter 7 Motivation: From Concept to Applications 188

PART THREE • THE GROUP 216

- Chapter 8 Foundations of Group Behavior 216
Chapter 9 Understanding Work Teams 256
Chapter 10 Communication 282
Chapter 11 Leadership and Trust 312
Chapter 12 Power and Politics 350
Chapter 13 Conflict and Negotiation 382

PART FOUR • THE ORGANIZATION SYSTEM 412

- Chapter 14 Foundations of Organization Structure 412
Chapter 15 Work Design and Technology 444
Chapter 16 Human Resource Policies and Practices 474
Chapter 17 Organizational Culture 508

PART FIVE • ORGANIZATIONAL DYNAMICS 538

Chapter 18 Organizational Change and Stress Management 538

Appendix A The Historical Evolution of Organizational Behavior 582

Appendix B Research in Organizational Behavior 594

Name Index 603

Organization Index 618

Gindex (A Combined Glossary/Subject Index) 622

Preface xxiii

About the Author iv

PART ONE • INTRODUCTION I

Chapter I What Is Organizational Behavior? I

What Managers Do 2

Management Functions 2 • Management Roles 3 • Management Skills 4 •
Effective vs. Successful Managerial Activities 5 • A Review of the
Manager's Job 6

Enter Organizational Behavior 6

Replacing Intuition with Systematic Study 7

Myth or Science? Preconceived Notions vs. Substantive Evidence 9

Contributing Disciplines to the OB Field 9

Psychology 9 • Sociology 11 • Social Psychology 11 • Anthropology 11 •
Political Science 12

There Are Few Absolutes in OB 12

Challenges and Opportunities for OB 12

Responding to Globalization 13 • Managing Workforce Diversity 13 •
Improving Quality and Productivity 14 • Improving People Skills 16 •
Empowering People 16 • Coping with “Temporariness” 16

OB in the News: Matsushita's New “Temp”

Workers 17

Stimulating Innovation and Change 18 • Improving Ethical Behavior 18

Coming Attractions: Developing an OB Model 19

An Overview 19 • The Dependent Variables 19 • The Independent
Variables 22 • Toward a Contingency OB Model 23

Summary and Implications for Managers 23

POINT/COUNTERPOINT: *Successful Organizations Put People
First 25*

QUESTIONS FOR REVIEW 26

QUESTIONS FOR CRITICAL THINKING 26

TEAM EXERCISE: *Workforce Diversity 26*

INTERNET SEARCH EXERCISES 28

CASE INCIDENT: *Thanks for 24 Years of Service. Now Here's the Door!* 28



REAL OB Diversity—Jim Sierk, Allied Signal

INTEGRATIVE VIDEO CASE, PART ONE, INTRODUCTION—STARBUCKS AS “THE FRONT PORCH” 31

PART TWO • THE INDIVIDUAL 32

Chapter 2 Foundations of Individual Behavior 32

Biographical Characteristics 33

Age 34 • Gender 35 • Martial Status 36 • Tenure 36

Ability 36

Intellectual Abilities 37 • Physical Abilities 38 • The Ability-Job Fit 38

Learning 39

A Definition of Learning 39 • Theories of Learning 40 • Shaping:
A Managerial Tool 43

Myth or Science? “You Can’t Teach an Old Dog New Tricks!” 47

Some Specific Organizational Applications 48

OB in the News: OB Mod at Turner Bros. Trucking 49

From Concepts to Skills: Effective Discipline Skills 50

Summary and Implications for Managers 51

Biographical Characteristics 52 • Ability 52 • Learning 52

POINT/COUNTERPOINT: *Individual Differences Explain Organizational Behavior* 53

QUESTIONS FOR REVIEW 54

QUESTIONS FOR CRITICAL THINKING 54

TEAM EXERCISE: *Positive and Negative Reinforcement* 54

INTERNET SEARCH EXERCISES 55

CASE INCIDENT: *Predicting Performance* 55

Chapter 3 Values, Attitudes, and Job Satisfaction 60

Values 62

Importance of Values 62 • Types of Values 63 • Values, Loyalty, and Ethical Behavior 65 • Values Across Cultures 66

Attitudes 68

Types of Attitudes 68

OB in the News: Attitudes Around the World 70

Attitudes and Consistency 70 • Cognitive Dissonance Theory 71 •
Measuring the A-B Relationship 72 • An Application: Attitude Surveys 74
• Attitudes and Workforce Diversity 75

From Concepts to Skills: Changing Attitudes 75

Job Satisfaction 76

Measuring Job Satisfaction 76

Myth or Science? “Happy Workers Are Productive Workers” 77

The Effect of Job Satisfaction on Employee Performance 77 • How Employees Can Express Dissatisfaction 79 • Job Satisfaction and OCB 80

Summary and Implications for Managers 80

POINT/COUNTERPOINT: *Managers Can Create Satisfied Employees 82*

QUESTIONS FOR REVIEW 83

QUESTIONS FOR CRITICAL THINKING 83

TEAM EXERCISE: *Assessing Work Attitudes 83*

INTERNET SEARCH EXERCISES 84

CASE INCIDENT: *Will Volvo’s Perks Give Ford Sticker Shock? 84*

VIDEO CASE: *Madison Park Greeting Card Company 85*

Chapter 4 Personality and Emotions 90

Personality 91

What Is Personality? 92 • Personality Determinants 92 • Personality Traits 94 • Major Personality Attributes Influencing OB 96 • Personality and National Culture 100

Myth or Science? “Deep Down, People Are All Alike” 100

Achieving Personality Fit 101

Emotions 103

What Are Emotions? 104 • Felt Versus Displayed Emotions 104 • Emotion Dimensions 105 • Can People Be Emotionless? 106 • Gender and Emotions 107

From Concepts to Skills: Reading Emotions 107

External Constraints on Emotions 108 • OB Applications 109

OB in the News: Hiring for Emotional Intelligence at the Men’s Wearhouse 110

Summary and Implications for Managers 112

Personality 112 • Emotions 112

POINT/COUNTERPOINT: *Traits Are Powerful Predictors of Behavior 113*

QUESTIONS FOR REVIEW 114

QUESTIONS FOR CRITICAL THINKING 114

TEAM EXERCISE: *“What Is a Team Personality?” 114*

INTERNET SEARCH EXERCISES 114

CASE INCIDENT: *Using the Predictive Index 115*



REAL OB *Emotions and Personality—Geoff Gilpin, GTE*

Chapter 5 Perception and Individual Decision Making 120

What Is Perception, and Why Is It Important? 121

Factors Influencing Perception 122

The Perceiver 122 • The Target 123 • The Situation 124

Person Perception: Making Judgments About Others 124

Attribution Theory 125 • Frequently Used Shortcuts in Judging Others 126 • Specific Applications in Organizations 129

The Link Between Perception and Individual Decision Making 131

How Should Decisions Be Made? 132

The Rational Decision-Making Process 132 • Improving Creativity in Decision Making 133

How Are Decisions Actually Made in Organizations? 135

Bounded Rationality 135 • Intuition 136

OB in the News: W. Brian Arthur Speaks Out on Intuition 138

Problem Identification 138 • Alternative Development 139 • Making Choices 139 • Individual Differences: Decision-Making Styles 140 • Organizational Constraints 142 • Cultural Differences 143

What About Ethics in Decision Making? 143

Three Ethical Decision Criteria 144

Myth or Science? “Ethical People Don’t Do Unethical Things” 144

Ethics and National Culture 145

Summary and Implications for Managers 145

Perception 145 • Individual Decision Making 146

POINT/COUNTERPOINT: *When Hiring Employees: Emphasize the Positive* 148

QUESTIONS FOR REVIEW 149

QUESTIONS FOR CRITICAL THINKING 149

TEAM EXERCISE: *Biases in Decision Making* 149

ETHICAL DILEMMA: *Five Ethical Decisions: What Would You Do?* 150

INTERNET SEARCH EXERCISES 150

CASE INCIDENT: *Good Decisions That Went Bad?* 151

VIDEO CASE: *The Fluker Cricket Farm* 151

Chapter 6 Basic Motivation Concepts 154

What Is Motivation? 155

Early Theories of Motivation 156

Hierarchy of Needs Theory 156 • Theory X and Theory Y 157

Myth or Science? “People Are Inherently Lazy” 158

Two-Factor Theory 158

Contemporary Theories of Motivation 160

ERG Theory 161 • McClelland’s Theory of Needs 162 • Cognitive Evaluation Theory 164 • Goal-Setting Theory 166 • Reinforcement Theory 167 • Equity Theory 168 • Expectancy Theory 171 • Don’t Forget Ability and Opportunity 173

Integrating Contemporary Theories of Motivation 174

Caveat Emptor: Motivation Theories Are Culture Bound 175

Summary and Implications for Managers 177

POINT/COUNTERPOINT: *Money Motivates!* 179

QUESTIONS FOR REVIEW 180

QUESTIONS FOR CRITICAL THINKING 180

TEAM EXERCISE: *What Do People Want from Their Jobs?* 180

INTERNET SEARCH EXERCISES 181

CASE INCIDENT: *Motivation (or Punishment) at Click Interactive Inc.* 182

VIDEO CASE: *Harbor Marine Corporation* 182



REAL OB *Motivation—Jim Sierk, Allied Signal*

Chapter 7 Motivation: From Concept to Applications 188

Management by Objectives 189

What Is MBO? 189 • Linking MBO and Goal-Setting Theory 190 • MBO in Practice 191

Employee Recognition Programs 191

What Are Employee Recognition Programs? 191 • Linking Recognition Programs and Reinforcement Theory 192 • Employee Recognition Programs in Practice 192

Employee Involvement Programs 193

What Is Employee Involvement? 193 • Examples of Employee Involvement Programs 194 • Linking Employee Involvement Programs and Motivation Theories 197 • Employee Involvement Programs in Practice 197

Variable Pay Programs 198

What Are Variable-Pay Programs? 198 • Linking Variable-Pay Programs and Expectancy Theory 200 • Variable-Pay Programs in Practice 200

OB in the News: Linking Executive Pay to Satisfaction at UAL 201

Skill-Based Pay Plans 201

What Are Skill-Based Pay Plans? 202 • Linking Skill-Based Pay Plans to Motivation Theories 203 • Skill-Based Pay in Practice 203

Flexible Benefits 204

What Are Flexible Benefits? 204 • Linking Flexible Benefits and Expectancy Theory 204 • Flexible Benefits in Practice 205

Special Issues in Motivation 205

Motivating Professionals 205 • Motivating Contingent Workers 206 • Motivating the Diversified Workforce 206 • Motivating Low-Skilled Service Workers 207 • Motivating People Doing Highly Repetitive Tasks 207

Summary and Implications for Managers 208

POINT/COUNTERPOINT: *The Power of Stock Options as a Motivator* 209

QUESTIONS FOR REVIEW 210

QUESTIONS FOR CRITICAL THINKING 210

TEAM EXERCISE: *Goal-Setting Task* 210

ETHICAL DILEMMA: *Are American CEOs Paid Too Much?* 211

INTERNET SEARCH EXERCISES 211

CASE INCIDENT: *The Memo* 212



REAL OB *Employee and Reward Recognition Programs—James Fripp, Taco Bell*

INTEGRATIVE VIDEO CASE, PART TWO, THE INDIVIDUAL—BEING THE BEST AT DOC MARTENS: MOTIVATION AND VALUES AT A COMPANY WITH ATTITUDE 215

PART THREE • THE GROUP 216

Chapter 8 Foundations of Group Behavior 216

Defining and Classifying Groups 217

Stages of Group Development 219

The Five-Stage Model 219 • An Alternative Model: For Temporary Groups with Deadlines 220

Sociometry: Analyzing Group Interaction 221

OB in the News: Using Sociometry to Help Build Submarines 223

Toward Explaining Work Group Behavior 223

External Conditions Imposed on the Group 224

Group Member Resources 226

Knowledge, Skills, and Abilities 226 • Personality Characteristics 226

Group Structure 226

Formal Leadership 227 • Roles 227 • Norms 230 • Status 232 • Size 234 • Composition 235 • Cohesiveness 237

Group Processes 238

Group Tasks 239

Group Decision Making 240

Groups vs. the Individual 240

Myth or Science? “Two Heads Are Better Than One” 241

Groupthink and Groupshift 242

Group Decision-Making Techniques 244

Summary and Implications for Managers 246

Performance 246 • Satisfaction 247

POINT/COUNTERPOINT: *All Jobs Should Be Designed Around Groups* 248

QUESTIONS FOR REVIEW 249

QUESTIONS FOR CRITICAL THINKING 249

TEAM EXERCISE: *Assessing Occupational Status* 249

INTERNET SEARCH EXERCISES 250

CASE INCIDENT: *The Law Offices of Dickinson, Stilwell, and Gardner (DSG)* 250

VIDEO CASE: *All Brand Appliance* 251

Chapter 9 Understanding Work Teams 256

Why Have Teams Become So Popular? 257

Teams vs. Groups: What’s the Difference? 258

Types of Teams 259

Problem-Solving Teams 259 • Self-Managed Work Teams 260 •

Cross-Functional Teams 261 • Virtual Teams 261

OB in the News: Virtual Teams at VeriFone 262

Beware! Teams Aren’t Always the Answer 263

Creating Effective Teams 263

Work Design 264 • Composition 264 • Context 267 • Process 268

Turning Individuals into Team Players 269

The Challenge 269 • Shaping Team Players 270

Contemporary Issues in Managing Teams 271

Teams and Total Quality Management 271 • Teams and

Workforce Diversity 272 • Reinvigorating Mature Teams 273

Summary and Implications for Managers 273

POINT/COUNTERPOINT: *Teams Benefit Both Employees and the Organization* 275



QUESTIONS FOR REVIEW 276

QUESTIONS FOR CRITICAL THINKING 276

TEAM EXERCISE: *Building Effective Work Teams* 276

INTERNET SEARCH EXERCISES 277

CASE INCIDENT: *Tape Resources, Inc.* 277

 **VIDEO CASE:** *Jim Morris Environmental Tee Shirt Company* 278
 **REAL OB** *Teams and Groups—James Fripp, Taco Bell*

Chapter 10 Communication 282

Functions of Communications 284

The Communication Process 285

A Communication Model 285 • Barriers to Effective Communication 286 •
Communication Apprehension 288

Myth or Science? “It’s Not What You Say, It’s What You Do” 288

Communication Fundamentals 289

Direction of Communication 289 • Formal vs. Informal Networks 290 •
Nonverbal Communications 293 • Choice of Communication
Channel 294

Current Issues in Communication 296

Communication Barriers Between Women and Men 296 • “Politically
Correct” Communication 297 • Cross-Cultural Communication 298 •
Electronic Communications 301

From Concepts to Skills: Improving Your Communication Skills 302

Summary and Implications for Managers 304

POINT/COUNTERPOINT: *Open-Book Management Improves
the Bottom Line* 306


QUESTIONS FOR REVIEW 307


QUESTIONS FOR CRITICAL THINKING 307

TEAM EXERCISE: *The Impact of Attentive Listening Skills* 307

INTERNET SEARCH EXERCISES 308

CASE INCIDENT: *Have We Got a Communication Problem Here?* 308

 **VIDEO CASE:** *Community Insurance Company* 308

 **REAL OB** *Communication—Barbara Whittaker, GM*

Chapter 11 Leadership and Trust 312

What Is Leadership? 313

Trait Theories 314

Behavioral Theories 315

Ohio State Studies 316 • University of Michigan Studies 316 • The
Managerial Grid 317 • Scandinavian Studies 317 • Summary of Behavioral
Theories 318

Contingency Theories 318

Fiedler Model 319 • Hersey and Blanchard’s Situational Theory 322 •
Leader-Member Exchange Theory 323 • Path-Goal Theory 324 •
Leader-Participation Model 325 • Sometimes Leadership Is
Irrelevant! 326

Neocharismatic Theories 327

Charismatic Leadership 327 • Transformational Leadership 329 •
Visionary Leadership 330

Myth or Science? “Men Make Better Leaders Than Women” 331

Contemporary Issues in Leadership 332

Emotional Intelligence and Leadership 332 • Team Leadership 333 • Moral
Leadership 334 • Cross-Cultural Leadership 335

Trust and Leadership 336

What Is Trust? 336 • Trust as the Foundation of Leadership 337

OB in the News: Pamela Barefoot and the Blue Crab Bay Co. 337

Three Types of Trust 338

From Concepts to Skills: How Do You Build Trust? 339

Summary and Implications for Managers 340

POINT/COUNTERPOINT: *The Perils of Leadership Training* 342

QUESTIONS FOR REVIEW 343

QUESTIONS FOR CRITICAL THINKING 343

TEAM EXERCISE: *Practicing to Be Charismatic* 343

INTERNET SEARCH EXERCISES 344

CASE INCIDENT: *Jack Hartnett at D. L. Rogers Corp.* 344

VIDEO CASE: *Ironbound Supply Company* 345



REAL OB Leadership—Jim Sierk, Allied Signal

Chapter 12 Power and Politics 350

A Definition of Power 352

Contrasting Leadership and Power 352

Bases of Power 353

Coercive Power 353 • Reward Power 354 • Legitimate Power 354 •
Expert Power 355 • Referent Power 355

Dependency: The Key to Power 355

The General Dependency Postulate 355 • What Creates Dependency? 356

Identifying Where the Power Is 357

Power Tactics 358

Power in Groups: Coalitions 360

Sexual Harassment: Unequal Power in the Workplace 361

Politics: Power in Action 362

Definition 362 • The Reality of Politics 363

Myth or Science? “It’s Not What You Know, It’s Who You Know” 365

Factors Contributing to Political Behavior 365

From Concepts to Skills: Politicking 368

Impression Management 369 • Defensive Behaviors 371 • The Ethics of Behaving Politically 372

Summary and Implications for Managers 373

POINT/COUNTERPOINT: *Empowerment Improves Employee Productivity* 375

QUESTIONS FOR REVIEW 376

QUESTIONS FOR CRITICAL THINKING 376

TEAM EXERCISE: *Understanding Power Dynamics* 376

INTERNET SEARCH EXERCISES 377

CASE INCIDENT: *Damned If You Do; Damned If You Don't* 377

VIDEO CASE: *Cloud 9* 378

Chapter 13 Conflict and Negotiation 382

A Definition of Conflict 383

Transitions in Conflict Thought 384

The Traditional View 384 • The Human Relations View 384 • The Interactionist View 385

Functional vs. Dysfunctional Conflict 385

The Conflict Process 385

Stage I: Potential Opposition or Incompatibility 385

Myth or Science? “The Source of Most Conflicts Is Lack of Communication” 388

Stage II: Cognition and Personalization 388 • Stage III: Intentions 389 • Stage IV: Behavior 391 • Stage V: Outcomes 392

Negotiation 395

OB in the News: Behind the Labor Peace at Ford 396

Bargaining Strategies 396 • The Negotiation Process 398

From Concepts to Skills: Negotiating 400

Issues in Negotiation 400

Summary and Implications for Managers 403

POINT/COUNTERPOINT: *Conflict Benefits Organizations* 405

QUESTIONS FOR REVIEW 406

QUESTIONS FOR CRITICAL THINKING 406

TEAM EXERCISE: *A Negotiation Role Play* 406

INTERNET SEARCH EXERCISES 407

CASE INCIDENT: *Working at ThinkLink* 407

INTEGRATIVE VIDEO CASE, PART THREE, THE GROUP—A COACH FOR ALL SEASONS: EFFECTIVE GROUP BEHAVIOR CAN BE LEARNED 411

PART FOUR • THE ORGANIZATION SYSTEM 412

Chapter 14 Foundations of Organization Structure 412

What Is Organizational Structure? 413

Work Specialization 414 • Departmentalization 415 • Chain of Command 417 • Span of Control 418 • Centralization and Decentralization 419 • Formalization 420

From Concepts to Skills: Delegating Authority 421

Common Organizational Designs 422

The Simple Structure 422 • The Bureaucracy 423 • The Matrix Structure 424

New Design Options 425

The Team Structure 425 • The Virtual Organization 426 • The Boundaryless Organization 428

Why Do Structures Differ? 429

Strategy 430 • Organization Size 431 • Technology 431 • Environment 432

Myth or Science? “Bureaucracy Is Dead” 434

Organizational Designs and Employee Behavior 434

Summary and Implications for Managers 436

POINT/COUNTERPOINT: *The Case for Flexibility in Organization Design* 438

QUESTIONS FOR REVIEW 439

QUESTIONS FOR CRITICAL THINKING 439

TEAM EXERCISE: *Authority Figures* 439

ETHICAL DILEMMA: *Employee Monitoring: How Far Is Too Far?* 440

INTERNET SEARCH EXERCISES 440

CASE INCIDENT: *Motorola Inc.: What Went Wrong?* 441

VIDEO CASE: *Urocor* 441



REAL OB *Spans of Control—James Fripp, Taco Bell*

Chapter 15 Work Design and Technology 444

Conceptual Frameworks for Analyzing Work Tasks 445

Requisite Task Attributes Theory 446 • The Job Characteristics Model 447 • Social Information Processing Model 449

Myth or Science? “Everyone Wants a Challenging Job” 450

Technology and New Work Designs 450

Continuous Improvement Processes 451 • Reengineering Work Processes 452 • Flexible Manufacturing Systems 454
Worker Obsolescence 455

Work Space Design 456

OB in the News: The Remaking of LLG 456

Size 457 • Arrangement 457 • Privacy 457 • Work Space Design and Productivity 458

Work Redesign Options 459

Job Rotation 459 • Job Enlargement 460 • Job Enrichment 460

From Concepts to Skills: Designing Enriched Jobs 461

Team-Based Work Designs Revisited 461

Work Schedule Options 462

Compressed Workweek 462 • Flextime 463 • Job Sharing 464 • Telecommuting 464

Summary and Implications for Managers 466

POINT/COUNTERPOINT: *Jobs Are Becoming Obsolete* 467

QUESTIONS FOR REVIEW 468

QUESTIONS FOR CRITICAL THINKING 468

TEAM EXERCISE: *Analyzing and Redesigning Jobs* 468

INTERNET SEARCH EXERCISES 469

CASE INCIDENT: *One Man's Saturn Experience* 469

VIDEO CASE: *The King Company* 470

Chapter 16 Human Resource Policies and Practices 474

Selection Practices 475

Job Analysis 475 • Selection Devices 476

From Concepts to Skills: Selection Interviewing 478

Myth or Science? "It's First Impressions That Count" 480

Training and Development Programs 480

Types of Training 480 • Training Methods 482 • Individualize Formal Training to Fit the Employee's Learning Style 483 • Career Development 483

Performance Evaluation 485

Purposes of Performance Evaluation 485 • Performance Evaluation and Motivation 486 • What Do We Evaluate? 487 • Who Should Do the Evaluation? 488 • Methods of Performance Evaluation 490 • Suggestions for Improving Performance Evaluations 491 • Providing Performance Feedback 493 • What About Team Performance Evaluations? 494

The Union-Management Interface 494

International Human Resource Practices: Selected Issues 496

Selection 496 • Performance Evaluation 496

Managing Diversity in Organizations 497

Family-Friendly Workplaces 497 • Diversity Training 498 • Mentoring Programs 498

Summary and Implications for Managers 499

Selection Practices 499 • Training and Development Programs 500 •

Performance Evaluation 500 • Union-Management Interface 500

POINT/COUNTERPOINT: *Layoffs Are an Indication of Management Failures* 501

QUESTIONS FOR REVIEW 502

QUESTIONS FOR CRITICAL THINKING 502

TEAM EXERCISE: *Evaluating Performance and Providing Feedback* 502

ETHICAL DILEMMA: *What's the Right Balance Between Work and Family?* 503

INTERNET SEARCH EXERCISES 503

CASE INCIDENT: *Is This Any Way to Run a Business?* 503



REAL OB *Flexible Policies—Barbara Whittaker, GM*

Chapter 17 Organizational Culture 508

Institutionalization: A Forerunner of Culture 509

What Is Organizational Culture? 510

A Definition 510 • Culture Is a Descriptive Term 511 • Do Organizations Have Uniform Cultures? 511

From Concepts to Skills: How to “Read” an Organization’s Culture 513

Strong vs. Weak Cultures 514 • Culture vs. Formalization 514 • Organizational Culture vs. National Culture 514

What Do Cultures Do? 515

Culture’s Functions 515 • Culture as a Liability 516

Myth or Science? “Success Breeds Success” 517

Creating and Sustaining Culture 518

How a Culture Begins 518 • Keeping a Culture Alive 518

OB in the News: Learning the Disney Culture 519

Summary: How Cultures Form 523

How Employees Learn Culture 524

Stories 524 • Rituals 524 • Material Symbols 525 • Language 526

Matching People with Cultures 526

Summary and Implications for Managers 528

POINT/COUNTERPOINT: *Organizational Cultures Can’t Be Changed* 530

QUESTIONS FOR REVIEW 531

QUESTIONS FOR CRITICAL THINKING 531

TEAM EXERCISE: *Rate Your Classroom Culture* 531

ETHICAL DILEMMA: *Cultural Factors and Unethical Behavior* 532

INTERNET SEARCH EXERCISES 533

CASE INCIDENT: *Shaking Up P&G* 533

VIDEO CASE: *The Jagged Edge* 534



REAL OB *Corporate Culture—Duke Rohlen, Blue Chalk Café*

INTEGRATIVE VIDEO CASE, PART FOUR, THE ORGANIZATION SYSTEMS—IT'S IMPOSSIBLE NOT TO DO YOUR WORK: HUMAN RESOURCE PRACTICES AT THE SANEST COMPANY IN AMERICA 537

PART FIVE • ORGANIZATIONAL DYNAMICS 538

Chapter 18 Organizational Change and Stress Management 538

Forces for Change 540

Managing Planned Change 541

What Can Change Agents Change? 543

Changing Structure 543 • Changing Technology 544 • Changing the Physical Setting 544 • Changing People 544

Resistance to Change 545

Individual Resistance 545 • Organizational Resistance 547 • Overcoming Resistance to Change 548 • The Politics of Change 549

From Concepts to Skills: Assessing the Climate for Change 550

Approaches to Managing Organizational Change 551

Lewin's Three-Step Model 551 • Action Research 552 • Organizational Development 553

Contemporary Change Issues for Today's Managers 557

Innovation 557 • Creating a Learning Organization 559 • Managing Change: It's Culture Bound! 562

Work Stress and Its Management 563

What Is Stress? 563 • Understanding Stress and Its Consequences 564 • Potential Sources of Stress 565 • Individual Differences 567 • Consequences of Stress 568

OB in the News: Canadian Study Finds Demanding Job Plus Lack of Power Equals Stress 569

Managing Stress 570

Summary and Implications for Managers 572

POINT/COUNTERPOINT: *Managing Change Is an Episodic Activity* 574

QUESTIONS FOR REVIEW 575

QUESTIONS FOR CRITICAL THINKING 575

TEAM EXERCISE: *The Beacon Aircraft Company 575*

INTERNET SEARCH EXERCISES 576

CASE INCIDENT: *Wisconsin Art & Greetings 576*

VIDEO CASE: *Boardroom Incorporated 577*



REAL OB *Changes and Stress—Barbara Whittaker, GM*

INTEGRATIVE VIDEO CASE, PART FIVE, ORGANIZATIONAL DYNAMICS—‘SEE THE WIND BLOW’ AT WATERFORD CRYSTAL: CHANGE AND INNOVATION AT THE WORLD’S FINEST GLASSMAKER 581

Appendix A: The Historical Evolution of Organizational Behavior 582

Appendix B: Research in Organizational Behavior 594

Illustration Credits 602

Name Index 603

Organization Index 618

GlindeX (A Combined Glossary/Subject Index) 622