

# CONTENTS

*Preface*   *xiii*

## **PART I   Introduction   1**

### **Chapter 1   The Field of Organizational Behavior   2**

The Field of Organizational Behavior: What's It All About?   4

OB Is Responsive to Socioeconomic Conditions   10

Historical Overview of the Field of OB   20

What Lies Ahead in This Book?   26

### **Chapter 2   Organizational Justice, Ethics, and Corporate Social Responsibility   31**

Organizational Justice: Fairness Matters   33

Ethical Behavior in Organizations: What is It  
and Why Does It Matter?   40

Why Do Some People Behave Unethically,  
at Least Sometimes?   45

Ethics in the International Arena   50

Beyond Ethics: Corporate Social Responsibility   54

## **PART II   Individual Behavior   65**

### **Chapter 3   Individual Processes: Personality, Social Perception, and Learning   66**

Personality: What Makes Us Each Unique   68

Social Perception and Attribution: Understanding  
and Judging Others   75

The Biased Nature of Social Perception   79

Learning: Adapting to the World of Work   84

Applications of Learning in Organizations   87

### **Chapter 4   Coping with Organizational Life: Emotions and Stress   99**

Understanding Emotions and Mood   101

The Role of Emotions and Mood in Organizations   105

Managing Emotions in Organizations   109

Stress: Its Basic Nature   112

Major Causes of Stress in the Workplace   118

Adverse Effects of Organizational Stress 122

Reducing Stress: What Can Be Done? 124

## **Chapter 5 Work-Related Attitudes: Prejudice, Job Satisfaction, and Organizational Commitment 137**

Attitudes: What Are They? 139

Prejudice and Discrimination: Negative Attitudes and Behavior Toward Others 141

Strategies for Reducing Workplace Prejudice: Managing a Diverse Workforce 145

Job Satisfaction: Its Nature and Major Theories 150

Job Dissatisfaction: Consequences and Ways to Reduce Them 153

Organizational Commitment: Attitudes Toward Companies 159

## **Chapter 6 Motivating People to Work 170**

What Is Motivation? 172

Motivating by Enhancing Fit With an Organization 175

Motivating by Setting Goals 177

Motivation to Achieve Equity 181

Expectancy Theory: Believing You Can Get What You Want 185

## **PART III Group Behavior 201**

### **Chapter 7 Interpersonal Behavior in the Workplace: Conflict, Cooperation, Trust, and Deviance 202**

Psychological Contracts: Our Expectations of Others 205

Trust in Working Relationships 207

Organizational Citizenship Behavior: Prosocial Behavior That Goes Beyond Formal Job Requirements 211

Cooperation: Providing Mutual Assistance 215

Conflict: The Inevitable Result of Incompatible Interests 218

Deviant Organizational Behavior 224

### **Chapter 8 Organizational Communication 236**

Communication: Its Basic Nature 238

Formal Communication in Organizations 241

Informal Communication: Beyond the Organization Chart 245

Communicating with and without Words: Verbal and Nonverbal Communication 247

Improving Your Communication Skills 252

Communication in Today's Global Economy 257

**Chapter 9 Group Processes and Work Teams 268**

Groups at Work: Their Basic Nature 270

The Basic Building Blocks of Group Dynamics 272

Individual Performance in Groups 276

Teams: Empowered Work Groups 280

**Chapter 10 Decisions Making by Individuals and Groups 297**

A General, Analytical Model of Decision Making 299

The Broad Spectrum of Organizational Decisions 301

Factors Influencing Individual Decisions in Organizations 304

How Are Individual Decisions Made? 309

The Imperfect Nature of Individual Decisions 312

Group Decisions: Do Too Many Cooks Spoil the Broth? 319

Techniques for Improving the Effectiveness of Decisions 323

**Chapter 11 The Quest for Leadership 333**

The Nature of Leadership 335

The Trait Approach to Leadership: Having the Right Stuff 338

Leadership Behavior: What Do Leaders Do? 341

Leaders and Followers 346

Contingency Theories of Leader Effectiveness 351

Leadership Development: Bringing Out the Leader Within You 354

**PART IV Organizational Processes 365**

**Chapter 12 Organizational Culture, Creativity, and Innovation 366**

Organizational Culture: Its Basic Nature 368

Creating, Transmitting, and Changing Organizational Culture 375

Creativity in Individuals and Work Teams 382

Promoting Creativity in Organizations 385

The Process of Innovation 388

**Chapter 13 Designing Effective Organizations 400**

Organizational Structure: The Basic Dimensions of Organizations 402

Departmentalization: Ways of Structuring Organizations 409

Organizational Design: Coordinating the Structural Elements of Organizations 415

Interorganizational Designs: Joining Multiple Organizations 425

**Chapter 14 Managing Organizational Change: Strategic Planning and Organizational Development 435**

The Prevalence of Change in Organizations 437

The Nature of the Change Process 439

Strategic Planning: Deliberate Change 444

Resistance to Change: Maintaining the Status Quo 450

Organizational Development Interventions: Implementing  
Planned Change 455

Three Critical Questions About Organizational Development 461

*Company Index 469*

*Name Index 471*

*Subject Index 473*