Contents

Lis	List of figures and tables	
Acknowledgements		xi
1	Case study analysis of organisational behaviour Critical cases in organisational behaviour Critical issues in organisational behaviour Characteristics of the cases The structure of the book How to use the book	1 1 2 4 5
PA	RT 1 ANALYSING INDIVIDUAL BEHAVIOUR IN ORGANISATIONS	
2	The meaning of work, motivation and commitment Introduction Case 1: The lottery question Case 2: Employee commitment: on becoming a torturer Case 3: The job enrichment experiment Case 4: Smart pills for management ills? Case 5: B.F. Goodrich Wheel and Brake Company Case 6: Commitment as dissent Case 7: Irresponsible autonomy in the factory	9 9 11 13 17 23 26 31 32
3	The management of meaning, motivation and commitment Introduction Case 8: Selection and retention at Compservices Limited Neil Anderson Case 9: Recruiting helpline counsellors: dilemmas in validation Yasmin Frings and Neil Anderson Case 10: Job design at HBO computing Case 11: Increasing employee commitment at Stewart and Clegg Enterprises	37 37 39 42 48
	- OQ1	-

7

	Case 12: Managing motivation at Technocraft	58
	Case 13: Take your mother not your lover	50
	Wargaret Collinson and David Collinson	63
	Case 14: Greenpeace International	66
P	ART 2 ANALYSING GROUP BEHAVIOUR IN ORGANISA	TIONS
4	Interpersonal relations and group decision moline	
	madauction	71 71
	Case 15: The rise and fall of the Chevrolet Corvair	71 73
	Case 16: Death in the Ford Motor Company below as	73 77
	cube 17. Take it away, maestro	80
	Case 18: Crisis Line Les Prince	83
	Case 19: Obedience to authority	88
	Case 20: Managing change at Byfield Business College	92
_	case 21. Automate or liquidate	95
5	Leadership	100
	Introduction	100
	Case 22: John De Lorean	102
	Case 23: Military leadership and the fall of Singapore	105
	case 24. When leadership tails - the case of formal	109
	Case 25: And some have it thrust upon them: a case study of unwanted leadership Les Prince	
	Case 26: Centaur Office Supplies	112
	Case 27: The Mussolini of Detroit	120
	Case 28: Conflict at Medical Supplies Limited	123
		129
	RT 3 ANALYSING ORGANISATIONAL BEHAVIOUR	
6	Inter-group relations	135
	Introduction	135 135
	Case 29: The launch of space shuttle flight 51-L	136
	cuse 50. I NOWIS and the politics of computer	144
	Cuse St. 1 luto Telecommunications	146
	Case 32: Management of innovation at Business Database Company	
		149
	Case 33: Managing change at Cox's Container Company Case 34: Making the worker safe for the workplace Case 35: At the cutting oder.	154
	The work and Cultillo Prido to abance	156
	Crystal? Brendan McSweeney	
7	Organisational design and a	159
	Organisational design and change Introduction	178
(Case 36: Redefining corporate strategy at IBM	178
	The strategy at IBM	179

	Contents	ix
	Case 37: Restructuring of medical physics departments	
	Louise Fitzgerald	182
	Case 38: Handy Snack (Distributing) Company	190
	Case 39: Volorg: an international charity David C. Wilson	193
	Case 40: Argus Home and Garden Design Limited	198
	Case 41: The Simkin Café Chain	201
	Case 42: Franchising corporate values at the Body Shop	203
8	Technology and organisation	207
	Introduction	207
	Case 43: New technology and the Skolt Lapplanders	209
	Case 44: Human-computer interface problems at North	
	Staffordshire Royal Infirmary	210
	Case 45: Egan and Doyle Publishing	211
	Case 46: The Cyberpunk: villain or victim?	215
	Case 47: The inter-disciplinary design of technology	219
	Case 48: Technological change in the US Internal Revenue	
	Service	228
	Case 49: 'Living' with new technology: like pigs to the	
	slaughter?	232
PA	ART 4 ANALYSING ORGANISATIONAL ENVIRONMENTS	
9	Organisation and environment	237
-	Introduction	237
	Case 50: Hadley Industries and the UK cartel culture	238
	Case 51: IBM and the management of market uncertainty	241
	Case 52: The ethics of Church investment	249
	Case 53: To boldly go from prisoners' dilemma to executive	
	decision	248
	Case 54: Employee commitment to the Nissan Motor Company	252
	Case 55: Multi-national corporations and the circles of	
	pesticide poisoning	255
	Case 56: A cross-cultural comparison of work values	258
R.	ibliography	261
In	Index	

List of Figures and Tables

Fi	gures	
6.2 7.1 7.2 7.3 8.1	The production process at HBO The correlation between temperature and O-ring incidents The NASA launch chain of command Organisation structure of the UK National Health Service, 1990 Medical physics department: St James' Hospital Medical physics department: Church Hospital Pigs to the slaughter? The prisoners' dilemma	49 138 141 183 186 187 232 250
Tal	bles	
9.1 9.2	The lottery question Means and results of statistical analyses for effects of job enrichment on drillers' psychological reactions Total revenues and profits for IBM CPUs by memory size (1966 estimates in \$ millions) Percentage distribution of income versus cost of IBM field personnel installing 360 systems (1967) Rank ordering of work values for a sample of eight countries	12 20 244 245
	a sample of eight countries	260