
Contents

Preface *ix*

1

Social Psychology in Business Organizations

John S. Carroll

1

Social Psychologists and Business

Contexts *1*

Social Psychology in Business

Organizations *3*

Challenges to the Future *10*

2

Negotiator Behavior and Decision Processes in Dyads, Groups, and Markets

Max H. Bazerman, Elizabeth Mannix, Harris Sondak, and Leigh Thompson

13

Negotiator Behavior in Dyads *16*

Negotiator Behavior in Groups *23*

Negotiator Behavior in Markets *32*

Summary and Conclusions *37*

3

<i>The Impact of Layoffs on Survivors: An Organizational Justice Perspective</i>	
<i>Joel Brockner and Jerald Greenberg</i>	45

<i>Forms of Justice in the Layoff Process</i>	48
<i>Reactions to Victims of Injustice</i>	52
<i>Empirical Evidence</i>	55
<i>Implications</i>	63

4

<i>Beyond Formal Procedures: The Interpersonal Context of Procedural Justice</i>	
<i>Tom R. Tyler and Robert J. Bies</i>	77

<i>The Thibaut and Walker Paradigm: Intended and Unintended Effects</i>	79
<i>The Interpersonal Context of Procedural Justice</i>	81
<i>Toward a Broader View of Procedural Justice</i>	88

5

<i>Top-Management Teams: Preparing for the Revolution</i>	
<i>Deborah Gladstein Ancona</i>	99

<i>Does Top Management Make a Difference?</i>	100
<i>The Task of the Top-Management Team</i>	104
<i>The Internal Perspective</i>	105
<i>The External Perspective</i>	108
<i>Matching Group Process to Task Demands During Convergent Periods</i>	113
<i>Preparing for the Revolution</i>	119
<i>Conclusion</i>	122

6

Perceptions of Leadership and Their Implications in Organizations

Robert G. Lord and Karen J. Maber 129

Leadership Perceptions 130

Implications 140

Conclusion 149

7

Putting Information Technology in its Place: Organizational Communication and the Human Infrastructure

Arthur D. Shulman, Robyn Penman, and David Sless 155

A Progression of Hypotheses 157

Reconsidering Communication and the Human Infrastructure 165

Mismanaging and Managing Meaning 173

Methods and Meanings 181

Summary 184

8

Intellectual Teamwork and Information Technology: The Role of Information Systems in Collaborative Intellectual Work

Jolene Galegher 193

Intellectual Teamwork: Characteristics and Challenges 194

Information Technology and the Coordination of Intellectual Teamwork 198

Information Technology and the Initiation of Intellectual Teamwork 201

Summary 210

Author Index 217

Subject Index 225