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1	Today, our lives revolve around diverse work organizations, universities, banks, hospitals and factories. Work organizations are structures and groups of people organized to achieve goals efficiently. For-profit work organizations have financial goals, normally profit maximization. Non-profit work organizations, such as Friends of the Earth, organize their activities around raising public awareness and lobbying politicians and governments to protect the environment, wildlife, and to reduce	
	greenhouse gas emissions.	6
2	Organizational behaviour is an interdisciplinary field concerned with studying the behaviour of people in the workplace, why things happen the way they do, what purposes they serve, and what effects change or	8
•	transformation have on people The ability to understand behaviour in the workplace is a necessary	0
3	prerequisite for making informed choices and for influencing	
	organizational action	18
4	OB researchers use quantitative and qualitative methods to investigate	
•	what goes on in the workplace	29
5	Work in the service sector often requires workers to provide more than	
	physical labour. Jobs such as flight attendants, shop assistants and waiting	
	at tables require workers to manage their feelings in order to create a	
6	publicly observable facial display: what Hochschild calls 'emotional labour' The First World War (1914–18) saw large numbers of women finding	41
	employment in the munitions and engineering factories	51
-	Karl Marx	70
	Emile Durkheim	74
	Max Weber c.1896–97	76
10	Mainstream management textbooks present management as having four	
	main functions: planning, organizing, directing and controlling	104
1 1	Much of the early research on managerial work reflects an Anglo-	
	American bias. Recent studies have challenged the universality of	
	managerial behaviour, and emphasized the importance of factoring into the	
	analysis gender and cross-cultural considerations. Information overload can lead to poor decisions and work-related stress	110
	Early research on organizational leadership focused on the notion that	113
13	successful entrepreneurs like Sir Richard Branson possess superior	
	qualities or attributes compared with the traits possessed by non-leaders	135
14	Army NCOs (junior officers) exemplify individuals who are high in	- 55
•	initiating structure. In training, they give orders and structure recruits'	
	activities throughout the day. Emphasis on task accomplishments takes	
	precedence over the recruits' personal needs	139

research on gender and leadership, questioning, among other things, whether women lead differently from men Some argue that powerful economic and organizational imperatives do n permit opportunities for female managers to put into practice a 'feminist style of leadership	
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17 Observable traits, such as friendliness, are those traits that are obvious to)
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18 Research into the genetic basis of personality suggests that traits such as	
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19 Some people would be surprised to learn that this woman is a fire fighter	
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20 We know the fork is all in one piece, but our eyes deceive us	198
21 Our judgements about people are based on perceptions and	
interpretations. Whether someone concludes that this software designer	is
working or not depends on a number of perceptual factors and attribution	
about designers	201
22 Russian Ivan Pavlov is famous for his experiments with dogs, and is	201
often referred to as the 'father of behaviourism'. Working with dogs as his	
experimental subjects, Pavlov trained them to salivate in response to a	•
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a behaviour, for example a child watching her mother, which leads to an	11
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24 Learning can occur, sometimes unconsciously, from the situation and	220
everyday work experience. This is called informal learning	230
25 Finding a way of motivating workers is as old as management itself, and	2 7 0
underscores the nature of the employment relationship	250
26 Expectancy theory can be used to better understand student motivation.	
It would predict that studying for an examination (effort) is conditioned	
by its resulting in answering questions in exams correctly (performance)	,
which will produce a high mark (reward), and lead to the prestige,	
economic security and other benefits that accompany obtaining a desire	
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27 The task of discovering what motivates different categories of employee	
different work settings is of the same magnitude as finding the Holy Gra	l.
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28 Women continue to be over-represented in the care-giving professions	279
29 Gender inequality is in many ways felt most strongly by women workers	
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37	challenge old ways of doing things	354
38	City of Toronto (Canada) employees (garbage workers) picked an ideal moment to leverage their power by going on strike in the heat of the	
	summer of 2002	372
39	There are many deep social roots or sources of power, including the influence of wealth and politics	375
40	Michel Foucault conceived power as a universal, inescapable feature of all human relationships, because it constitutes the very way we talk and think	202
	about ourselves	382
41	Government organizations are typically bureaucratic. They have numerous rules and procedures that white-collar workers must follow, and	
	concentrate decision making with high-ranking bureaucrats	400
42	Global organizations have developed their own networks to facilitate communication between the parent company and its subsidiaries abroad	406
43	Organizational culture refers to dynamic layers of assumptions, values, artefacts and behaviour which are held by individuals or groups in the	400
	organization. Annual award ceremonies are an example of a behaviour that	
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44	New technology can eliminate jobs. For instance workers can be replaced by industrial robots welding car bodies on a mass-production assembly	
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47	A diversified workforce requires more sophisticated and inclusive HR	
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48	Research suggests that employees on standard employment contracts have more opportunities than they once did to balance their work and family	
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49	Can western HRM practices be transplanted to Asia and other countries,	
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50	At the heart of notions of post-bureaucratic organizations is a flexible,	
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	dimension' to organizational culture, and research suggests that it might	
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