Preface 22

1 Introduction

1 *What Is Organizational Behavior?* 37

2 The Individual

2 *Diversity in Organizations* 73
3 *Attitudes and Job Satisfaction* 103
4 *Emotions and Moods* 131
5 *Personality and Values* 165
6 *Perception and Individual Decision Making* 199
7 *Motivation Concepts* 235
8 *Motivation: From Concepts to Applications* 273

3 The Group

9 *Foundations of Group Behavior* 305
10 *Understanding Work Teams* 341
11 *Communication* 369
12 *Leadership* 401
13 *Power and Politics* 445
14 *Conflict and Negotiation* 479
15 *Foundations of Organization Structure* 513

Robbins, Stephen P.
Organizational behavior
2013

digitalisiert durch:
IDS Basel Bern

4 The Organization System

16 *Organizational Culture* 545
17 *Human Resource Policies and Practices* 577
18 *Organizational Change and Stress Management* 611

Appendix A **Research in Organizational Behavior** 650

Comprehensive Cases 657

Indexes 671
Glindex 697

Preface 22

1 Introduction

1 *What Is Organizational Behavior?* 37

The Importance of Interpersonal Skills 38

What Managers Do 39

Management Functions 40 • Management Roles 40 • Management Skills 42 • Effective versus Successful Managerial Activities 42 • A Review of the Manager's Job 43

Enter Organizational Behavior 44

Complementing Intuition with Systematic Study 45

Disciplines That Contribute to the OB Field 47

Psychology 48 • Social Psychology 48 • Sociology 48 • Anthropology 48

There Are Few Absolutes in OB 48

Challenges and Opportunities for OB 49

Responding to Economic Pressures 49 • Responding to Globalization 50 • Managing Workforce Diversity 52 • Improving Customer Service 52 • Improving People Skills 53 • Stimulating Innovation and Change 54 • Coping with "Temporariness" 54 • Working in Networked Organizations 54 • Helping Employees Balance Work–Life Conflicts 55 • Creating a Positive Work Environment 56 • Improving Ethical Behavior 56

Coming Attractions: Developing an OB Model 57

An Overview 57 • Inputs 58 • Processes 59 • Outcomes 59

Summary and Implications for Managers 64

Self-Assessment Library How Much Do I Know About Organizational Behavior? 38
Myth or Science? "Most Acts of Workplace Bullying Are Men Attacking Women" 46
An Ethical Choice Can You Learn from Failure? 58
glOBalization! Does National Culture Affect Organizational Practices? 64
Point/Counterpoint Lost in Translation? 65

Questions for Review 66
Experiential Exercise Workforce Diversity **66**
Ethical Dilemma Jekyll and Hyde **67**
Case Incident 1 "Lessons for 'Undercover' Bosses" **68**
Case Incident 2 Era of the Disposable Worker? **69**

2 The Individual

2 *Diversity in Organizations* 73

Diversity 74

Demographic Characteristics of the U.S. Workforce 75 • Levels of Diversity 76 • Discrimination 76

Biographical Characteristics 78

Age 78 • Sex 80 • Race and Ethnicity 82 • Disability 82 • Other Biographical Characteristics: Tenure, Religion, Sexual Orientation, and Gender Identity 84

Ability 86

Intellectual Abilities 86 • Physical Abilities 89 • The Role of Disabilities 90

Implementing Diversity Management Strategies 90

Attracting, Selecting, Developing, and Retaining Diverse Employees 90 • Diversity in Groups 92 • Effective Diversity Programs 92

Summary and Implications for Managers 94

Self-Assessment Library What's My Attitude Toward Older People? 74
Myth or Science? "Dual-Career Couples Divorce Less" 81
An Ethical Choice Religious Tattoos 85
glOBalization! Images of Diversity from Around the Globe 88
Point/Counterpoint Men Have More Mathematical Ability Than Women 95

Questions for Review 96
Experiential Exercise Feeling Excluded **96**
Ethical Dilemma Board Quotas **96**
Case Incident 1 The Flynn Effect **97**
Case Incident 2 Diversity at Work: Nestlé Malaysia **98**

3 *Attitudes and Job Satisfaction* 103

Attitudes 104

What Are the Main Components of Attitudes? 104 • Does Behavior Always Follow from Attitudes? 106 • What Are the Major Job Attitudes? 107

Job Satisfaction 112

Measuring Job Satisfaction 113 • How Satisfied Are People in Their Jobs? 114 • What Causes Job Satisfaction? 115 • The Impact of Satisfied and Dissatisfied Employees on the Workplace 118

Summary and Implications for Managers 122

Self-Assessment Library How Satisfied Am I with My Job? 104

An Ethical Choice Do Employers Owe Workers More Satisfying Jobs? 108
glOBalization! Culture and Work–Life Balance 110
Self-Assessment Library Am I Engaged? 112
Myth or Science? "Favorable Job Attitudes Make Organizations More Profitable" 117
Point/Counterpoint Employer–Employee Loyalty Is an Outdated Concept 121

Questions for Review 122
Experiential Exercise What Factors Are Most Important to Your Job Satisfaction? **123**
Ethical Dilemma Bounty Hunters **123**
Case Incident 1 Long Hours, Hundreds of E-Mails, and No Sleep: Does This Sound Like a Satisfying Job? **124**
Case Incident 2 Crafting a Better Job **125**

4 *Emotions and Moods* 131

What Are Emotions and Moods? 132
The Basic Emotions 134 • The Basic Moods: Positive and Negative Affect 134 • The Function of Emotions 136 • Sources of Emotions and Moods 137
Emotional Labor 142
Affective Events Theory 144
Emotional Intelligence 146
The Case for EI 147 • The Case Against EI 148 • Emotion Regulation 149
OB Applications of Emotions and Moods 149
Selection 150 • Decision Making 150 • Creativity 150 • Motivation 151 • Leadership 151 • Negotiation 151 • Customer Service 152 • Job Attitudes 153 • Deviant Workplace Behaviors 153 • Safety and Injury at Work 153 • How Managers Can Influence Moods 154
Summary and Implications for Managers 132
Self-Assessment Library How Are You Feeling Right Now? 132
Self-Assessment Library What's My Affect Intensity? 138
Myth or Science? We Are Better Judges of When Others Are Happy Than When They Are Sad 141
glOBalization! Should You Expect "Service with a Smile" All Around the World? 142
Self-Assessment Library What's My Emotional Intelligence Score? 149
An Ethical Choice Schadenfreude 154
Point/Counterpoint Sometimes Blowing Your Top Is a Good Thing 156

Questions for Review 155
Experiential Exercise Who Can Catch a Liar? **157**
Ethical Dilemma Happiness Coaches for Employees **157**
Case Incident 1 Is It Okay to Cry at Work? **158**
Case Incident 2 Can You Read Emotions from Faces? **158**

5 *Personality and Values* 165

Personality 167
What Is Personality? 167 • The Myers-Briggs Type Indicator 169 • The Big Five Personality Model 170 • Other Personality Traits Relevant to OB 173

Values 178

The Importance of Values 178 • Terminal versus Instrumental Values 178 • Generational Values 179

Linking an Individual's Personality and Values to the Workplace 182

Person–Job Fit 182 • Person–Organization Fit 184

International Values 184

Summary and Implications for Managers 188

Self-Assessment Library Am I a Narcissist? 166
Myth or Science? Personality Predicts the Performance of Entrepreneurs 176
glOBalization! The Right Personality for a Global Workplace 177
An Ethical Choice Should You Try to Change Someone's Personality? 181
Point/Counterpoint Millennials Are More Narcissistic 189

Questions for Review 190
Experiential Exercise What Organizational Culture Do You Prefer? **190**
Ethical Dilemma Personal Values and Ethics in the Workplace **190**
Case Incident 1 Is There a Price for Being Too Nice? **191**
Case Incident 2 Personal Space **192**

6 *Perception and Individual Decision Making* 199

What Is Perception? 200

Factors That Influence Perception 201

Person Perception: Making Judgments About Others 202

Attribution Theory 202 • Common Shortcuts in Judging Others 204 • Specific Applications of Shortcuts in Organizations 207

The Link Between Perception and Individual Decision Making 208

Decision Making in Organizations 209

The Rational Model, Bounded Rationality, and Intuition 209 • Common Biases and Errors in Decision Making 211

Influences on Decision Making: Individual Differences and Organizational Constraints 218

Individual Differences 218 • Organizational Constraints 220

What About Ethics in Decision Making? 221

Three Ethical Decision Criteria 221 • Improving Creativity in Decision Making 222

Summary and Implications for Managers 224

Self-Assessment Library What Are My Gender Role Perceptions? 200
glOBalization! Chinese Time, North American Time 205
Myth or Science? Creative Decision Making Is a Right-Brain Activity 215

Self-Assessment Library Am I A Deliberate Decision Maker? 217
An Ethical Choice Whose Ethical Standards to Follow? 219

Self-Assessment Library How Creative Am I? 224
Point/Counterpoint Checklists Lead to Better Decisions 225

Questions for Review 226
Experiential Exercise Biases in Decision Making **227**
Ethical Dilemma Max's Burger: The Dollar Value of Ethics **227**
Case Incident 1 Decision-Making Processes at Steel Inc. **228**
Case Incident 2 Career Promotion at Emox: Rationalizing under Uncertainty **229**

7 *Motivation Concepts* 235

Defining Motivation 236

Early Theories of Motivation 237

Hierarchy of Needs Theory 237 • Theory X and Theory Y 239 • Two-Factor Theory 239 • McClelland's Theory of Needs 241

Contemporary Theories of Motivation 242

Self-Determination Theory 242 • Job Engagement 245 • Goal-Setting Theory 246 • Self-Efficacy Theory 249 • Reinforcement Theory 252 • Equity Theory/Organizational Justice 253 • Expectancy Theory 258

Integrating Contemporary Theories of Motivation 260

Summary and Implications for Managers 262

Self-Assessment Library How Confident Am I in My Abilities to Succeed? 236
Myth or Science? "The Support of Others Improves Our Chances of Accomplishing Our Goals" 238
An Ethical Choice Motivated to Behave Unethically 243
glOBalization! Autonomy Needs Around the Globe 244
Self-Assessment Library What Are My Course Performance Goals? 248
Point/Counterpoint Fear Is a Powerful Motivator 263

Questions for Review 264
Experiential Exercise Goal-Setting Task **264**
Ethical Dilemma The Big Easy? **264**
Case Incident 1 Motivation in the Hong Kong Police Force **265**
Case Incident 2 Bullying Bosses **265**

8 *Motivation: From Concepts to Applications* 273

Motivating by Job Design: The Job Characteristics Model 274

The Job Characteristics Model 274 • How Can Jobs Be Redesigned? 276 • Alternative Work Arrangements 279 • The Social and Physical Context of Work 283

Employee Involvement 284

Examples of Employee Involvement Programs 285 • Linking Employee Involvement Programs and Motivation Theories 286

Using Rewards to Motivate Employees 286

What to Pay: Establishing a Pay Structure 286 • How to Pay: Rewarding Individual Employees Through Variable-Pay Programs 287 • Flexible

Benefits: Developing a Benefits Package 291 • Intrinsic Rewards: Employee Recognition Programs 293

Summary and Implications for Managers 295

Self-Assessment Library What's My Job's Motivating Potential? 274
Myth or Science? "CEO Pay Can't Be Measured" 277
An Ethical Choice Identifying Conflicts of Interest 292
glOBalization! Motivated by Individual Goals or Relational Goals? 294
Point/Counterpoint "If Money Doesn't Make You Happy, You Aren't Spending It Right" 296

Questions for Review 297
Experiential Exercise Assessing Employee Motivation and Satisfaction Using the Job Characteristics Model **297**
Ethical Dilemma Spitting Mad **298**
Case Incident 1 Multitasking: A Good Use of Your Time? **298**
Case Incident 2 Bonuses Can Backfire **299**

3 The Group

9 *Foundations of Group Behavior* 305

Defining and Classifying Groups 306

Why Do People Form Groups? 306

Stages of Group Development 308

The Five-Stage Model 309 • An Alternative Model for Temporary Groups with Deadlines 310

Group Properties: Roles, Norms, Status, Size, Cohesiveness, and Diversity 311

Group Property 1: Roles 311 • Group Property 2: Norms 314 • Group Property 3: Status 319 • Group Property 4: Size 320 • Group Property 5: Cohesiveness 322 • Group Property 6: Diversity 322

Group Decision Making 324

Groups versus the Individual 324 • Groupthink and Groupshift 326 • Group Decision-Making Techniques 329

Summary and Implications for Managers 330

Self-Assessment Library Do I Have a Negative Attitude Toward Working in Groups? 306
Self-Assessment Library Do I Trust Others? 314
glOBalization! Forming International Teams in a Virtual World 325
Myth or Science? "Asians Have Less Ingroup Bias Than Americans" 326
An Ethical Choice Should You Use Group Peer Pressure? 328
Point/Counterpoint Affinity Groups Fuel Business Success 332

Questions for Review 331
Experiential Exercise Wilderness Survival **333**
Ethical Dilemma Is Social Loafing Shirking? **334**
Case Incident 1 Third Circle Asset Management **334**
Case Incident 2 Herd Behavior and the Housing Bubble (and Collapse) **335**

10 *Understanding Work Teams* 341

Why Have Teams Become So Popular? 342

Differences Between Groups and Teams 343

Types of Teams 344

Problem-Solving Teams 344 • Self-Managed Work Teams 344 • Cross-Functional Teams 345 • Virtual Teams 346

Creating Effective Teams 312

Context: What Factors Determine Whether Teams Are Successful 347 • Team Composition 349 • Team Processes 353

Turning Individuals into Team Players 356

Selecting: Hiring Team Players 357 • Training: Creating Team Players 358 • Rewarding: Providing Incentives to Be a Good Team Player 358

Beware! Teams Aren't Always the Answer 358

Summary and Implications for Managers 359

Self-Assessment Library How Good Am I at Building and Leading a Team? 342

glOBalization! Group Cohesiveness across Cultures 348

An Ethical Choice Using Global Virtual Teams as an Environmental Choice 349

Myth or Science? "Teams Work Best Under Angry Leaders" 354

Self-Assessment Library What Is My Team Efficacy? 356

Point/Counterpoint We Can Learn Much About Work Teams from Studying Sports Teams 360

Questions for Review 361
Experiential Exercise Fixed versus Variable Flight Crews **361**
Ethical Dilemma Unethical Teams **361**
Case Incident 1 Why Don't Teams Work Like They're Supposed to? **362**
Case Incident 2 Multicultural Multinational Teams at IBM **363**

11 *Communication* 369

Functions of Communication 370

The Communication Process 372

Direction of Communication 372

Downward Communication 373 • Upward Communication 373 • Lateral Communication 373

Interpersonal Communication 374

Oral Communication 374 • Written Communication 375 • Nonverbal Communication 375

Organizational Communication 376

Formal Small-Group Networks 377 • The Grapevine 377 • Electronic Communications 379 • Managing Information 383

Choice of Communication Channel 384

Persuasive Communications 385

Automatic and Controlled Processing 385 • Interest Level 386 • Prior Knowledge 386 • Personality 386 • Message Characteristics 386

Barriers to Effective Communication 387

Filtering 387 • Selective Perception 387 • Information Overload 387 • Emotions 387 • Language 388 • Silence 388 • Communication Apprehension 389 • Lying 389

Global Implications 390

Cultural Barriers 390 • Cultural Context 391 • A Cultural Guide 392

Summary and Implications for Managers 394

Self-Assessment Library Am I a Gossip? 370
An Ethical Choice The Ethics of Gossip at Work 379
Myth or Science? "We Know What Makes Good Liars Good" 390
glOBalization! How Direct Should You Be? 392
Point/Counterpoint Social Networking Is Good Business 393

Self-Assessment Library How Good Are My Listening Skills? 394

Questions for Review 394
Experiential Exercise An Absence of Nonverbal Communication **395**
Ethical Dilemma Pitfalls of E-Mail **395**
Case Incident 1 Using Social Media to Your Advantage **396**
Case Incident 2 An Underwater Meeting **396**

12 *Leadership* 401

What Is Leadership? 402

Trait Theories 403

Behavioral Theories 404

Summary of Trait Theories and Behavioral Theories 406

Contingency Theories 406

The Fiedler Model 407 • Other Contingency Theories 409

Leader–Member Exchange (LMX) Theory 411

Charismatic Leadership and Transformational Leadership 413

Charismatic Leadership 413 • Transformational Leadership 416

Authentic Leadership: Ethics and Trust 420

What Is Authentic Leadership? 420 • Ethics and Leadership 420 • Servant Leadership 421 • Trust and Leadership 421 • How Is Trust Developed? 423 • Trust as a Process 424 • What Are the Consequences of Trust? 424

Leading for the Future: Mentoring 425

Mentoring 425

Challenges to the Leadership Construct 427

Leadership as an Attribution 427 • Substitutes for and Neutralizers of Leadership 428 • Online Leadership 429

Finding and Creating Effective Leaders 430

Selecting Leaders 430 • Training Leaders 430

Summary and Implications for Managers 431

Self-Assessment Library What's My Leadership Style? 402
Self-Assessment Library What's My LPC Score? 407
glOBalization! Cross-Cultural Leadership Styles 412

Self-Assessment Library How Charismatic Am I? 416
Self-Assessment Library Am I an Ethical Leader? 420
An Ethical Choice Do Leaders Have a Responsibility to Protect Followers? 422
Myth or Science? "Power Helps Leaders Perform Better" 426
Point/Counterpoint Heroes Are Made, Not Born 432

Questions for Review 433
Experiential Exercise What Is a Leader? **433**
Ethical Dilemma Undercover Leaders **433**
Case Incident 1 Leadership Training in "Job Simulations" at Niederrhein University, Germany **434**
Case Incident 2 Healthy Employees are Happy Employees **434**

13 *Power and Politics* 445

A Definition of Power 446

Contrasting Leadership and Power 447

Bases of Power 448

Formal Power 448 • Personal Power 449 • Which Bases of Power Are Most Effective? 450 • Power and Perceived Justice 450

Dependence: The Key to Power 450

The General Dependence Postulate 450 • What Creates Dependence? 451

Power Tactics 452

Sexual Harassment: Unequal Power in the Workplace 455

Politics: Power in Action 458

Definition of *Organizational Politics* 458 • The Reality of Politics 458

Causes and Consequences of Political Behavior 460

Factors Contributing to Political Behavior 460 • How Do People Respond to Organizational Politics? 463 • Impression Management 464

The Ethics of Behaving Politically 468

Summary and Implications for Managers 469

Self-Assessment Library Is My Workplace Political? 446
glOBalization! Power Distance and Innovation 454
An Ethical Choice Should All Sexual Behavior Be Prohibited at Work? 457
Myth or Science? "Corporate Political Activity Pays" 462

Self-Assessment Library How Good Am I at Playing Politics? 464
Point/Counterpoint Power Corrupts People 470

Questions for Review 471
Experiential Exercise Understanding Power Dynamics **471**
Ethical Dilemma Corporate Spying **472**
Case Incident 1 Delegate Power, or Keep It Close? **472**
Case Incident 2 The Persuasion Imperative **473**

14 *Conflict and Negotiation* 479

A Definition of Conflict 480

Transitions in Conflict Thought 481

The Traditional View of Conflict 481 • The Interactionist View of Conflict 481 • Resolution-Focused View of Conflict 483

The Conflict Process 483

Stage I: Potential Opposition or Incompatibility 484 • Stage II: Cognition and Personalization 485 • Stage III: Intentions 486 • Stage IV: Behavior 488 • Stage V: Outcomes 489

Negotiation 492

Bargaining Strategies 492 • The Negotiation Process 497 • Individual Differences in Negotiation Effectiveness 498 • Third-Party Negotiations 501

Summary and Implications for Managers 503

Self-Assessment Library What's My Preferred Conflict-Handling Style? 480

Myth or Science? "Communicating Well Is More Important in Cross-Cultural Negotiations" 496

glOBalization! Anger and Conflict Across Cultures 501

Self-Assessment Library What's My Negotiating Style? 501

An Ethical Choice Using Empathy to Negotiate More Ethically 502

Point/Counterpoint Player–Owner Disputes Are Unnecessary 505

Questions for Review 506
Experiential Exercise A Negotiation Role-Play **506**
Ethical Dilemma The Lowball Applicant **507**
Case Incident 1 Choosing Your Battles **507**
Case Incident 2 Mediation: Master Solution to Employment Disputes? **508**

15 *Foundations of Organization Structure* 513

What Is Organizational Structure? 514

Work Specialization 514 • Departmentalization 516 • Chain of Command 517 • Span of Control 518 • Centralization and Decentralization 519 • Formalization 520

Common Organizational Designs 520

The Simple Structure 520 • The Bureaucracy 421 • The Matrix Structure 522

New Design Options 524

The Virtual Organization 524 • The Boundaryless Organization 526 • The Leaner Organization: Downsizing 528

Why Do Structures Differ? 530

Organizational Strategy 530 • Organization Size 532 • Technology 532 • Environment 533

Organizational Designs and Employee Behavior 535

Summary and Implications for Managers 536

Self-Assessment Library Do I Like Bureaucracy? 514
Self-Assessment Library How Willing Am I to Delegate? 520
glOBalization! The Global Organization 523
An Ethical Choice Downsizing with a Conscience 530
Myth or Science? "Employees Resent Outsourcing" 534
Point/Counterpoint The End of Management 537

Questions for Review 538
Experiential Exercise Dismantling a Bureaucracy **538**
Ethical Dilemma Directing the Directors **539**
Case Incident 1 Creative Deviance: Bucking the Hierarchy? **540**
Case Incident 2 Siemens' Simple Structure—Not **540**

4 The Organization System

16 *Organizational Culture* 545

What Is Organizational Culture? 546

A Definition of *Organizational Culture* 546 • *Culture* Is a Descriptive Term 548 • Do Organizations Have Uniform Cultures? 548 • Strong versus Weak Cultures 548 • Culture versus Formalization 549

What Do Cultures Do? 550

Culture's Functions 550 • Culture Creates Climate 550 • Culture as a Liability 551

Creating and Sustaining Culture 553

How a Culture Begins 553 • Keeping a Culture Alive 553 • Summary: How Cultures Form 557

How Employees Learn Culture 557

Stories 557 • Rituals 558 • Material Symbols 558 • Language 558

Creating an Ethical Organizational Culture 559

Creating a Positive Organizational Culture 561

Spirituality and Organizational Culture 563

What Is Spirituality? 563 • Why Spirituality Now? 564 • Characteristics of a Spiritual Organization 564 • Achieving a Spiritual Organization 565 • Criticisms of Spirituality 565

Global Implications 566

Summary and Implications for Managers 567

Self-Assessment Library What's the Right Organizational Culture for Me? 546
glOBalization! Face Culture, Dignity Culture, and Organizational Culture 549
Myth or Science? "Employees Treat Customers the Same Way the Organization Treats Them" 552
An Ethical Choice Designing a Culture of Ethical Voice 560

Self-Assessment Library How Spiritual Am I? 565
Point/Counterpoint Organizations Should Strive to Create a Positive Organizational Culture 568

Questions for Review 569
Experiential Exercise Rate Your Classroom Culture **569**
Ethical Dilemma Is There a Universal Ethics? HQ - Subsidiary Relations **570**
Case Incident 1 Are Employees Happier Working in Their Own National Cultures? **570**
Case Incident 2 Did Toyota's Culture Cause Its Problems? **571**

17 *Human Resource Policies and Practices* 577

Selection Practices 578
How the Selection Process Works 578 • Initial Selection 579 • Substantive Selection 580 • Contingent Selection 583 • International Variations in Selection Processes 584

Training and Development Programs 585
Types of Training 585 • Training Methods 587 • Evaluating Effectiveness 588

Performance Evaluation 588
What Is Performance? 589 • Purposes of Performance Evaluation 589 • What Do We Evaluate? 589 • Who Should Do the Evaluating? 590 • Methods of Performance Evaluation 592 • Suggestions for Improving Performance Evaluations 594 • Providing Performance Feedback 596 • International Variations in Performance Appraisal 597

Managing Work–Life Conflicts in Organizations 597

Summary and Implications for Managers 600

Self-Assessment Library How Much Do I Know About Human Resource Management (HRM)? 578
glOBalization! Performance Appraisal Around the World 592
An Ethical Choice Recruiting the Unemployed 595
Self-Assessment Library How Good Am I at Giving Performance Feedback? 597
Myth or Science? "Work Is Making Us Fat" 598
Point/Counterpoint Social Media Is a Great Source of New Hires 601

Questions for Review 602
Experiential Exercise Evaluating Performance and Providing Feedback **602**
Ethical Dilemma Credit Checking **602**
Case Incident 1 Who Are You? **603**
Case Incident 2 Fairness And Human Resources Management: What Do Your Employees Want? **604**

18 *Organizational Change and Stress Management* 611

Forces for Change 612

Planned Change 614

Resistance to Change 614
Overcoming Resistance to Change 616 • The Politics of Change 618

Approaches to Managing Organizational Change 618

Lewin's Three-Step Model 618 • Kotter's Eight-Step Plan for Implementing Change 620 • Action Research 621 • Organizational Development 621

Creating a Culture for Change 625

Stimulating a Culture of Innovation 625 • Creating a Learning Organization 627

Work Stress and Its Management 629

What Is Stress? 629 • Potential Sources of Stress 631 • Individual Differences 633 • Cultural Differences 634 • Consequences of Stress 635 • Managing Stress 630

Summary and Implications for Managers 640

Self-Assessment Library How Well Do I Respond to Turbulent Change? 612

Myth or Science? "Men Experience More Job Stress Than Women" 630

Self-Assessment Library How Stressful Is My Life? 634

An Ethical Choice Responsibly Managing Your Own Stress 635

glOBalization! Work–Family Stress in Different Cultures 638

Point/Counterpoint Responsible Managers Relieve Stress on Their Employees 641

Questions for Review 642
Experiential Exercise Power and the Changing Environment **642**
Ethical Dilemma Changes at WPAC **643**
Case Incident 1 Starbucks Returns to Its Roots **644**
Case Incident 2 Embracing Change Through Operational Leadership **644**

Appendix A Research in Organizational Behavior 650

Comprehensive Cases 657

Indexes 671

Glindex 697