Contents

Contributors xiii
Preface xiv

1 Introduction 1

Learning outcomes 1
Key concepts 1
Introduction 2
Studying organisational behaviour 2
OB and the business environment 3
The structure and rationale of this book 6
References 11
Further reading 11
Internet sites 11

2 Perspectives on individual behaviour 13

JON STEPHENS

Learning outcomes 13
Key concepts 13
Introduction 14
Individual behaviour and personality 14
Perception and the perceptual process 23
Attitudes and values 27
Individual learning in the organisation 32
Decision making 36
Communication, change and conflict 38
Managerial implications 41
Summary of main points 42
Conclusions 42
Questions 43
References 44
Further reading 45

3 Motivation at work 47

Learning outcomes 47
Key concepts 47
Introduction 48
Schools of thought 49
Expectancy theory: a framework for the analysis of workplace motivation 50
Needs theories 55
Intrinsic and extrinsic rewards 60
Motivation and equitable treatment 65
Change, motivation and the psychological contract 66
Motivation and conflict 67
Contemporary motivation theories 69
Motivation and job design 71
Managerial implications 74
Summary of main points 74
Conclusions 75
Questions 75
References 75
Further reading 77
Internet sites 77

4 Groups and teams 79

HUGH DAVENPORT

Learning outcomes 79
Key concepts 79
Introduction 80
Why gather in groups? 80
Groups and teams 83
Formal and informal groups and teams 88
Stages of group and team development 90
Roles and routines 94
Building and maintaining effective teams 98
Communication and conflict 102
Groups and change 106
Managerial implications 112
Summary of main points 114
Conclusions 114
Questions 115

References 116
Further reading 118
Internet sites 118

5 Organisational theory 119

Learning outcomes 119
Key concepts 119
Introduction 120
Macro organisational theories 121
Technical-rational approach 122
Socio-human approach 128
Systems theory 130
Contingency theory 132
Contemporary lenses 136
Managerial implications 141
Summary of main points 142
Conclusions 142
Questions 143
References 143
Further reading 144
Internet sites 144

6 Management and leadership 145

Learning outcomes 145
Key concepts 145
Introduction 146
From Taylor to Mintzberg 146
Differentiating leadership from management 150
Leadership: schools of thought 152
Reframing leadership 162
Leadership and change 164
Leadership and communications 170
Leadership and conflict 170
Managerial implications 171
Summary of main points 172
Conclusions 172
Questions 173
References 173

Further reading 174
Internet sites 174

7 Structure in organisations 175

STEPHEN SWAILES

Learning outcomes 175
Key concepts 175
Introduction 176
A definition of organisation structure 176
The vocabulary of structure 177
Structural types 179
Influences on structure 185
Criticisms of the contingency approach 192
The organisation as a system 192
Recent impacts on structuring 194
Managerial implications 206
Summary of main points 208
Conclusions 208
Questions 209
References 209
Further reading 210
Internet sites 211

8 Organisational power, politics and conflict 213

Learning outcomes 213
Key concepts 213
Introduction 214
Organisational power 217
Organisational politics 226
Organisational conflict 227
Power and communications 233
Power and organisational change 234
Managerial implications 234
Summary of main points 235
Conclusions 236
Questions 236
References 236

Further reading 237
Internet sites 238

9 Organisational culture 239

Learning outcomes 239
Key concepts 239
Introduction 240
Organisational culture in context 241
Organisational culture: definition and debate 243
Organisational culture and change 249
Culture, conflict and communications 256
Managerial implications 257
Summary of main points 259
Conclusions 259
Questions 260
References 260
Further reading 261
Internet sites 261

10 The impact of national culture on organisational behaviour 263

JON STEPHENS

Learning outcomes 263
Key concepts 263
Introduction 264
National culture 265
Perspectives on culture 267
Organisational behaviour and national culture 280
Change, conflict and communication 288
Managerial implications 290
Summary of main points 291
Conclusions 291
Questions 291
References 292
Further reading 294

Case studies 295

Case 1 Motivated teams: an intercultural case 296
Case 2 Organisational change: multiskilling in the healthcare sector 303
Case 3 Yahoo! 309

Index 315