



Contents

CHAPTER 1 Aptitudes, Skills, and Proficiencies 1

David Lubinski
Iowa State University
René V. Dawis
University of Minnesota

**CHAPTER 2 Developmental Determinants of Individual Action:
Theory and Practice in Applying Background Measures 61**

Michael D. Mumford
George Mason University
Garnett S. Stokes
University of Georgia

**SECTION I Organizational Behavior:
Individual, Group, and Environmental Influences 139**

CHAPTER 3 Theory and Research on Leadership in Organizations 147

Gary Yukl
State University of New York at Albany
David D. Van Fleet
Arizona State University West

CHAPTER 4 Group Influences on Individuals in Organizations 199

J. Richard Hackman
Harvard University

**CHAPTER 5 Group Performance and Intergroup Relations
in Organizations 269**

Richard A. Guzzo
University of Maryland
Gregory P. Shea
University of Pennsylvania

CHAPTER 6 Organization-Environment Relations 315

Gerald F. Davis
Northwestern University
Walter W. Powell
University of Arizona

CHAPTER 7 Consumer Psychology 377

Jacob Jacoby
New York University
Wayne Hoyer
University of Texas, Austin
Arthur Brief
Tulane University

CHAPTER 8 Organizational Productivity 443

Robert D. Pritchard
Texas A & M University

**SECTION II Individual and Group Responses
and Behavior Change in Organizations 473**

CHAPTER 9 Employee Compensation: Research and Practice 481

Barry Gerhart
George T. Milkovich
Cornell University

- CHAPTER 10 **Stress in Organizations** 571
Robert L. Kahn
Philippe Byosiere
University of Michigan
- CHAPTER 11 **Conflict and Negotiation Processes in Organizations** 651
Kenneth W. Thomas
Naval Postgraduate School
- CHAPTER 12 **Organizational Development: Theory, Practice, and Research** 719
Jerry I. Porras
Stanford University
Peter J. Robertson
University of Southern California
- CHAPTER 13 **Behavior Change: Models, Methods, and a Review of Evidence** 823
Lowell W. Hellervik
Joy Fisher Hazucha
Robert J. Schneider
Personnel Decisions, Inc.
-
- SECTION III **Organization Design and Strategy** 897
-
- CHAPTER 14 **Alternative Metaphors for Organization Design** 901
D. Douglas McKenna
Seattle Pacific University
Patrick M. Wright
Texas A & M University
- CHAPTER 15 **Strategic Decision Making** 961
Ronald N. Taylor
Rice University
- CHAPTER 16 **Strategic Reward Systems** 1009 ⊗
Edward E. Lawler III
University of Southern California
G. Douglas Jenkins, Jr.
University of Arkansas