## CONTENTS

Preface

1	Working with People	2
	Understanding organizational behavior	3
	Historical development of organizational behavior	6
	Fundamental concepts	10
	Basic approaches of this book Summary	15 17
2	Social Systems	21
	Understanding a social system	22
	Culture	25
	Role	32
	Status	34
	Summary	38
3	Mainsprings of Motivation	42
	Human needs	42
	Maslow's hierarchy of needs	46
	Employee wants	52
	Herzberg's two-factor model	56
	Summary	60
4	Motivating Employees	64
	The expectancy model	65
	Behavior modification	69
	Interpreting motivational models	76
	Summary	78
5	Job Satisfaction	82
	The nature of job satisfaction	83

xv

## **SECTION 1**

. |X

	12	Organizational Structure and Design	242
SECTION 3	ORG	ANIZATIONAL ENVIRONMENT	
	11	Organizational Development and Training Understanding organizational development Conventional training methods Summary	<b>220</b> 221 235 237
	10	<b>Managing Change</b> Work change Implementing change successfully Summary	<b>198</b> 198 209 217
	9	Interpersonal and Group Dynamics Transactional analysis Assertiveness Group dynamics Meetings Teamwork Summary	<b>174</b> 175 180 183 184 190 194
	8	<b>Employee Participation</b> The nature of employee participation Programs for participation Summary	<b>151</b> 152 162 169
SECTION 2		DERSHIP AND ORGANIZATIONAL ELOPMENT Leadership and Supervision The nature of leadership Leadership style Summary	<b>124</b> 124 135 145
	6	Job-satisfaction surveys Using survey information Summary <b>Climate and Models of Organizational Behavior</b> Organizational climate An organizational behavior system Models of organizational behavior Summary	88 95 98 102 104 108 110 118

.

		Classical organization theory Contingency organizational design Summary	242 252 259
	13	<b>Technology and People</b> Effects of technology Work systems and people Scientific and professional employees Summary	<b>263</b> 264 268 275 280
	14	<b>Quality of Work Life</b> Understanding quality of work life Job enrichment Enriched sociotechnical work systems Summary	<b>285</b> 286 288 299 303
	15	<b>The Individual in the Organization</b> Issues about conformity Rights of privacy Discipline The individual's responsibilities to the organization Summary	<b>307</b> 308 311 317 321 322
SECTION 4	soc	IAL ENVIRONMENT	
	16	Informal Organizations Nature of informal organization Informal communication Summary	<b>328</b> 329 335 346
	17	<b>Working with Unions</b> The union's role in an organization Collective bargaining Grievance systems Union response to the postindustrial labor force Summary	<b>351</b> 352 354 361 367 369
xi	18	<b>Equal Employment Opportunity (EEO)</b> Equal employment opportunity and the law EEO programs Older workers Summary	<b>374</b> 375 382 388 392

CONTENTS

## COMMUNICATION AND REWARD SYSTEMS

19	<b>Employee Communication</b> Communication fundamentals Semantics Summary	<b>398</b> 399 404 414
20	<b>Communication Relationships</b> Communication within management Downward communication Upward communication Communication by specialists Communicating with employees' families The union role in communication Summary	<b>418</b> 419 422 426 431 432 433 434
21	<b>Stress and Counseling</b> Employee stress Employee counseling Types of counseling Summary	<b>438</b> 438 447 453 458
22	<b>Appraising and Rewarding Performance</b> Money as a means of rewarding employees People and job evaluation Organizational behavior and performance appraisal Seniority compared with performance for pay increases Summary	<b>463</b> 464 469 474 479 481
23	<b>Economic Incentive Systems</b> The role of incentive systems Use of profit and production sharing Use of wage incentives A complete pay program Summary	<b>486</b> 487 490 493 501 503
CON	CLUSION	
24	Organizational Behavior in Perspective	508

508 517

522

Models of organizational behavior

The promise of a better tomorrow

Limitations of organizational behavior

CONTENTS

**SECTION 6** 

## CASE PROBLEMS

1	Dudley Lodge	529
2	The Video Electronics Company	536
3	Albatros Electrical Company	540
4	Middle National Bank	544
5	<b>Spacetronics</b>	546
6	United Mutual Insurance Company	550
7	The Performance Rating	558
8	The Palmer Export Site	560

Indexes

Name Index Subject Index



