## CONTENTS

1.	Introduction	3				
	Basic Premise: Organizational Behavior is Operating					
	All the Time, 3					
Central Themes: Learning from Doing; the						
Manager as Scientist, 4						
	The Relationship between the Book Design and					
	Assumptions about Managers, 7					
	Three Premises about Learning; the Classroom as an Organization, 8					
	Taking a Look at Yourself, 10					
	Nothing is as Simple as It Seems, 11					
	A Model for Decision Making, 12					
2.	The Total Organization and the Concept of Systems	17				
The Elements and Boundaries of a System, 20						
	Functional and Dysfunctional Aspects of a System, 23					
	Openness of Systems and Transformation Processes, 26					
	Interconnectedness of Subsystems and Levels, 28					
	Equilibrium versus Change in Systems, 29					
3.	The Work Group	33				
	How Do You Know When a Group Is? 36					
	An Effective Working Group Feels Good, 37					
	The Need for Some Concepts, 37					
	The Basic Social System Conceptual Scheme, 38					
	Observing a Social System, 40					
	Required versus Emergent Behavior, 41					
	Background Factors, 43					
	Personal Systems, 43					
	External Status, 44 Organizational Culture, 45					
	Technology and Layout, 45					
	Reward System, 46					
	The Consequences of Emergent Systems, 46					
	The competition of management of another					

	The Relationship between Required and Emergent Systems, 49	
4.	Cohesiveness in Groups: Integration Consequences of Cohesion for Productivity, Satisfaction, and Development, 58 Productivity, 58 Satisfaction, 59 Development and Learning, 60	53
5.	<ul> <li>Differentiation in Groups: Building Internal Structure as a Basis for Productivity</li> <li>Initial Ranking: Status Congruence, 64</li> <li>The Behavior of High Status Members, 66</li> <li>Conformity to Norms as a Determinant of Emergent Status, 67</li> <li>External Status: How It Relates to Acceptance of Group Norms, 70</li> <li>Subgroups as a Form of Differentiation, 71</li> <li>Role as Differentiators of Group Members, 72</li> <li>Roles Related to Accomplishing the Group's Tasks, 75</li> <li>Roles Related to the Group's Social Relationships, 76</li> <li>Influence as a Result of Rank Differentials, 76</li> <li>Consequences of Member Differentiation for Productivity, Satisfaction, and Development, 78</li> </ul>	63
6.	<ul> <li>Developing Group Effectiveness: Emergent Processes</li> <li>Issues Facing Every Work Group, 86</li> <li>What the Work Situation Requires, 87</li> <li>The Size of the Work Group, 89</li> <li>The Distribution of Resources (expertise) in the Group, 90</li> <li>The Complexity and/or Diversity of the Work, 90</li> <li>The Time Pressure on the Group to Produce, 91</li> <li>The Degree of Task Interdependence Required, 92</li> <li>When You Put All the Factors Together, 92</li> <li>The Case of the Restaurant Staff, 93</li> <li>How the Criteria Apply to the Issues Facing Each Group, 94</li> <li>Atmosphere and Relationships, 94</li> <li>Member Participation, 94</li> <li>Goal Understanding and Acceptance, 95</li> <li>Listening and Information Sharing, 95</li> <li>Handling Disagreements, 96</li> <li>Making Decisions, 97</li> <li>Evaluation of Member Performance, 97</li> </ul>	85

	Expressing Feelings, 98 Division of Labor, 99 The Leadership Process, 100 Attention to Group Process, 100 Summary of How the Criteria Apply to Each Group, 101 Some Viable Alternatives, 103	
7.	Basic Human Needs and Rewards	107
	Chapters 7 and 8: From the General to the Particular, 110 Fundamental Human Needs, 110 Survival Needs, 110 Social Needs, 112 Higher Level Needs, 114 Individual Variations in Human Needs, 115 Summary Propositions, 117 The Manager and the Reward System, 117 Behavior is Governed by Outcomes, 118 Reward versus Punishment, 118 Intrinsic or Extrinsic Rewards, 119 Multiple Outcomes of Behavior, 120 Feelings and Perceptions about Outcomes, 121 Avoidance Behavior, 121 The Timing of Rewards, 122	
8.	The Personal System	127
	The Structure of the Personal System, 129 Personal Goals, 130 Competencies, 131 Beliefs, 132 Values, 134 The Self-Concept, 135 The Self-Concept and Behavior, 137 Norms and the Self-Concept, 138 Roles and the Self-Concept, 139 Expectancies, 142 Guideline Propositions for Predicting Individual Behavior, 143	
	Defensive Behavior, 143 Becoming Aware of Your Own Personal Propositions, 146 Life Choices, 147	
9.	The Two-Person Work Relationship: Background and Required Factors	153
	The Social Systems Schema as Applied to the Interpersonal Relationship, 155 The Task Situation, 155 Four Kinds of Required Work Relationships, 157	

1

	What the Two People Bring to the Job, 159
	Personal Systems, 159
	Styles of Interaction, 160
	Fit between Styles, 162
	How Interaction Styles Combine with Types of
	Relationships, 162
10.	The Two-Person Work Relationship:
	Emergent Processes and Outcomes 169
	Interpersonal Processes, 169
	The Nature of Human Communication, 169
	Barriers to Communication, 171
	The Nature of Human Perception and Cognition, 171
	Characteristics of Language, 172
	Multiple Channels, 173
	The State of Mind of the Two People, 173
	It Takes Both People for Communication to Work, 173
	Feelings of the Individuals, 176
	Trust, 177
	Blind Spots and the Need for Feedback, 178
	Outcomes of Interpersonal Relationships, 181
	Liking and Respect, 181 Propositions Linking Liking and Respect to
	Productivity, Satisfaction, and Development, 182
	Patterned Role Relationships, 183
	Role-Casting, 186
	Summary, 187
11.	Leadership: Exerting Influence 191
	Leadership as Influence, 192
	Power, 195
	Managers as Formal Legitimate Leaders:
	Managerial Choices, 198
	Managerial Functions, 199
	The Interpersonal Functions, 200
	Informational Functions, 201
	Decision Making Functions, 201
	How Leadership is Exercised: Alternative Styles, 203
	Retaining versus Sharing Control, 204
	High Task-Concern versus Low Task-Concern, 206 High Concern for People versus Low Concern for
	People, 206
	High Use of Formal Procedures versus High Use of
	Informal Procedures, 206
5	Cautious versus Venturous, 206
	Factors Involved in Determining Appropriate
	Leadership Choices, 207

12.

13.

The Nature of the Task Situation, 208 The Expertise of the Leader, 208 The Attitudes and Needs of Subordinates, 208 The Power of the Leader, 209 **Example 1: The Personnel Record Office, 210** Example 2: The Community Environmental Group, 213 The Conditions under Which Participative Methods Are Appropriate, 215 Leadership and Values, 217 Variations in Group Identity, 225 Time Horizon, 225 Background Factors, 226 Perspective on the Task, 226 Attitudes toward Authority and Internal Structure, 227 Summary, 227 The Price of Appropriate Differentiation, 227 Group Status, 228 Informal Group Status in the System, 229 **Choosing between Conflict and Cooperation**, 231 **Types of Interdependence**, 232 The Problem with Strong Group Identity, 234 The Foundations of Intergroup Cooperation, 235 The Norm of Reciprocity, 236 Methods for Maximizing Intergroup Cooperation, 236 Overlapping or Multiple Group Memberships, 237 Liaison or Linkage People, 238 Joint Task Forces, 239 Joint Group Meetings, 239 Job Exchanges across Groups, 240 Physical Proximity, 241 **Implications for Organizational Change**, 241 The Manager as the Initiator of Change in the 

The Action-Research Model, 252 **Diagnostic Aids**, 253 Methods of Organizational Change, 257 Methods for Changing Background Factors, 257 Personnel Changes, 258 Training and Education, 258 Technology and Work Layout, 260 Incentive Plans, 261 Background Culture, 261 Methods for Changing the Required System, 263 Revision of Job Description and Work Relationships, 263 Job Modification, 264 Reformulation of Objectives, 264 Methods for Changing the Emergent System, 265 Counseling, 266 Third Party Consultation, 266 Task-Group Training: Process Consultation and Team Building, 267 Intergroup Confrontation, 267 Survey Feedback, 269 Executive Planning and Confrontation Sessions, 269 An Overview on Organizational Change, 271

## CASES AND READINGS

Active Listening, 277 Anderson Manufacturing and Development Co., 291 Anne Bogan, 307 The Bagel Hockey Case, 309 Banana Time Case, 312 Barbara Herrick, 319 Ben Reed, 325 Blair, Inc. (I), 328 Bob Knowlton, 338 The Brewster-Seaview Landscaping Co., 346 Camp Zappa '73, 351 The Captain's Table, 358 The Carpenter Case, 362 The Case of the Changing Cage, 368 The Case of the Joint Meeting, 373 A Case of Prejudice? 380 Chuck, the Manager, 383 Daniels Computer Company, 389 David Lannan: Street Singer, 392 Defenses and the Need to Know, 405 Dominion Acceptance Company Limited, 410

.

Dundas Mechanical Contractors Ltd., 418 The Eager New Lawyer and the Managing Clerk, 422 The Eunice MacGillicudy/Marcus Warren Case, 427 **Evergreen Willows**, 429 The Expense Account, 433 The Fairford Library, 434 The Foster Creek Post Office Case, 439 Full Speed Ahead, 444 Home Economics, 451 1 Hovey and Beard Company, 456 Irwin Manufacturing Company, 460 The Job Change, 464 John Higgins: An American Goes Native in Japan, 466 Laird's Lament, 475 Larry Ross, 479 Mega-Watt, 488 Metropolitan Steel Company, 491 Multi-Products, Inc., 504 Nolim (A), 513 Power and the Ambitious Executive, 517 Ricard Company (A), 527 Ricard Company (B), 534 Robert F. Kennedy High School, 540 Shape Up or Ship Out: The Confessions of a Head Resident, 550 Shay's Hardware, 559 The Slade Company, 562 Smokestack Village, Inc., 572 The Suburban Ski Shop Dilemma, 580 Thomas Motor Company Case, 582 Two Head Nurses: A Study in Contrast, 586 The Ultimate Frisbee Team's Dilemma, 591 The White Company, 597 Work Group Ownership of an Improved Tool, 599 X Company, 604

Ind	ex	 	 	 	 611

~ . .