

Table of Contents

ONE

INDIVIDUAL, INTERPERSONAL, AND GROUP BEHAVIOR

2

1 MOTIVATION AND BEHAVIOR 4

Motivation Theories 5

Expectancy Theory
Needs Theory
Achievement, Affiliation, and Power
Managerial Implications

Behaviorism 18

Operant Conditioning
Modifying Work-Related Behavior
Organizational Applications

Summary 29

References 29

READINGS

*Horner, "Femininity and Successful
Achievement: A Basic Inconsistency" 32*

*McClelland and Burnham, "Good Guys
Make Bum Bosses" 40*

*Dowling, "Conversation with
B F. Skinner" 43*

QUESTIONS 54

CASES

Dave Niemeyer 55

Stephen Doyle 57

2	WORK AND CAREERS	60
	Work as the Fulfillment of Needs	61
	Basic Needs	
	Affiliation and Self-Esteem	
	Social Esteem	
	Higher Needs	
	Three Concepts of Work and Careers	
	Personal and Career Development	67
	Personal Maturation	
	Personal Growth Phases	
	Career Phases	
	Evolving Organizations and Careers	71
	Traditional Organizations	
	Rational Bureaucracies	
	Contemporary Organizations	
	Career Transitions	
	Vertical Mobility	
	Personal Needs and Promotions	
	A Shortage of Managers?	
	Summary	82
	References	83
	▣ READINGS	
	<i>Renwick, Lawler, and the Psychology</i>	
	Today staff, "What You Really Want	
	From Your Job"	86
	<i>Webber, "Career Problems of Young</i>	
	Managers"	94
	<i>Janis and Wheeler, "Thinking Clearly</i>	
	About Career Choices"	111
	<i>Riesman, "Huck Finn, Superman and the</i>	
	Business Establishment"	117
	▣ QUESTIONS	123
	▣ CASES	
	Tom O'Brien and George Briggs	125
	Two Young Bankers	131

3	POWER AND INFLUENCE	136
	The Bases of Power	137
	Coercive and Reward Power	139
	Ineffective Influence	
	Effective Influence	
	Legitimate Power	141

Referent Power	141
Situational Charisma	
Personality over Position	
Appearance over Reality	
Expert Power	143
Faith in Expertise	
Risk in Accepting Expertise	
Access to Information	
Being Persuasive	
Representative Power	149
Upward Influence as Downward Power	
Reciprocity as Influence	
Summary	151
References	151

☐ **READINGS**

<i>Simon, Smithburg, and Thompson,</i>	
"Authority: Its Nature and Motives"	154
<i>Arvey and Ivancevich, "Punishment in</i>	
Organizations: A Review, Propositions,	
and Research Suggestions"	157
<i>Grimes, "Authority, Power, Influence,</i>	
and Social Control: A Theoretical	
Synthesis"	165
<i>Kotter, "Power, Dependence, and</i>	
Effective Management"	177

☐ **QUESTIONS** 192

☐ **CASES**

Frank Perriman's Appointment	193
Judith Greene's Appointment	198

4 COMMUNICATION 204

A General Model of Communication 206

Barriers to Understanding 207

- Distorted Perceptions
- Distrusted Source
- Defensive Behavior
- Erroneous Translation
- Distortions from the Past
- Lack of Congruence

Transactional Analysis 215

Organizational Distortions of Communications 216

The Manager's Situation	217
Summary	219
References	220
▣ READINGS	
<i>Josefowitz, "Management Men and Women: Closed vs. Open Doors"</i>	223
<i>Harns, "Analyzing the Transaction"</i>	227
▣ QUESTIONS	245
▣ CASES	
Mr. Hart and Bing	246
The Case of Blackman and Dodds	248

5 GROUP DYNAMICS AND DECISIONS 252

Comparing Individual and Group Decision-Making	253
Speed and Accuracy	
Creativity	
Risk-Taking	
Acceptance	
Factors Affecting Group Performance	255
Member Characteristics	
Cohesiveness	
Structural Characteristics	
Situational Characteristics	
Problems in Group Decision-Making	261
Improving Group Decisions	262
The Delphi Technique	
The Nominal Group Technique	
Summary	265
References	266
▣ READINGS	
<i>Janis, "Preventing Groupthink"</i>	269
<i>Delbecq, Van de Ven, and Gustafson, "Guidelines for Conducting NGT Meetings"</i>	279
▣ QUESTIONS	298
▣ CASES	
Watergate and Groupthink	299
Eastern Province Light and Power Company	302

6 WORK DESIGN 308
The Importance of Work Design 309

- Programmed Jobs and Human Beings
- Programmed Jobs and Productivity
- Changing Cultural Attitudes Toward Work
- Automation
- Major Organizations Involved in Work Design
- The Government's Interest in Work Design

Three Approaches to Work Design 313

- Job Enlargement
- Moving from Enlargement to Enrichment
- Job Enrichment
- Autonomous Work Group Designs
- Limitations and Contingencies in Work Design

A Fourth Approach: Effective Work Team Design 329
Summary 331
References 332
READINGS

- Ford*, "Job Enrichment Lessons from AT&T" 334
- Dowling*, "Job Redesign on the Assembly Line: Farewell to Blue-Collar Blues?" 345
- Hackman and Oldham*, "A Model of Work-Group Effectiveness" 351

QUESTIONS 359
CASES

- Saab Automobile Engine Assembly Department 360
- Western State University 366

7 ORGANIZATIONAL OBJECTIVES 370
Strategy and Purpose 371
From Purpose to Objective 373
The Hierarchy of Objectives 373
Multiple Objectives 374

- The Variety of Objectives
- Conflict Among Objectives

Objectives, Motivation, and Performance 377

- How Specific Should Objectives Be?
- How Difficult Should Objectives Be?
- Is Participation in Setting Objectives Important?

Management by Objectives 381

- MBO in Theory
- MBO in Practice

Summary 387

References 387

□ READINGS

- Latham and Locke*, "Goal Setting—A Motivational Technique That Works" 390
- Ivancevich et al.*, "Goal Setting: The Tenneco Approach To Personal Development and Management Effectiveness" 402

□ QUESTIONS 423

□ CASES

- Games Planners Play 424
- Solimax Microcircuits Corporation 425

8 PERFORMANCE MEASUREMENT, EVALUATION, AND REWARDS 428

Measurement and Feedback 429

- The Choice of Measurements
- The Characteristics of the Measures
- Cost and Difficulty of Measurement
- The Importance of Feedback
- Motivational and Behavioral Problems

Performance Evaluation 436

- Judgment-Based Evaluation
- Objective-Based Evaluation
- Behavior-Based Evaluation

Toward Effective Evaluation 442

- Choosing a System
- Rater Skills

Reward Systems 444

- Intrinsic Rewards
- Extrinsic Rewards
- Can Pay Motivate?
- Pay Practices

Summary 449

References 450

☐ **READINGS**

- Lawler and Rhode*, "Dysfunctional Effects of Control Systems" 453
Schneier and Beatty, "Combining BARS and MBO: Using an Appraisal System to Diagnose Performance Problems" 464
Kerr, "On the Folly of Rewarding A, While Hoping for B" 474

☐ **QUESTIONS** 488

☐ **CASES**

- Hell Week 489
The Road to Hell 491

S

ORGANIZATION DESIGN 496

Technology and Behavior 497

- Technology, Achievement, and Competence: A Simple Example
Technology and Other Values in Life
Applications in Industrial Organizations

Structure and Behavior 504

- Formally Structured Coordination Systems
Dynamic Coordination Systems
Inappropriate Structures and Negative Attitudes

Practical Organization Designs 512

Summary 514

References 515

☐ **READINGS**

- Lorsch and Lawrence*, "Organizing for Product Innovation" 516
Galbraith, "Matrix Organization Designs: How to Combine Functional and Project Forms" 528
Sayles, "Matrix Management: The Structure with a Future" 540

☐ **QUESTIONS** 552

☐ **CASES**

- Shoe Corporation of Illinois 553
Roosevelt Hospital 559

THREE

MANAGING CONFLICT, ADAPTATION, AND CHANGE 562

10 LEADERSHIP 564

Leadership Traits and Leadership

Behaviors 565

Do Leaders Have Certain Traits?

Do Leaders Act or Behave in Certain Ways?

The Ohio State Studies

Leaders and Situations 571

Fiedler's Contingency Model

Path-Goal Theories of Leadership 575

A Brief Review of Expectancy Theory

Evans' Model

House's Model

Some Contingencies for Using the

Path-Goal Models

More Complex Models of Effective

Leadership 580

How to Choose a Leadership Pattern:

Tannenbaum and Schmidt

How to Choose a Leadership Pattern:

Vroom and Yetton

Summary 583

References 584

▣ READINGS

House and Mitchell, "Path-Goal Theory
of Leadership" 586

Vroom, "Can Leaders Learn to Lead?" 597

Tannenbaum and Schmidt, "How to
Choose a Leadership Pattern" 608

▣ QUESTIONS 622

▣ CASES

Norman Manufacturing Company 624

Mississippi Valley Equipment Corporation 629

11 MANAGING CONFLICT 632

Sources of Conflict 633

Conflict Potential

Forms of Conflict

Conflict Reinforcement

Approaches to Managing Conflict	638
Dominance	
Appeal to Hierarchy	
System Restructuring	
Bargaining	
Summary	654
References	655
■ READINGS	
Allen et al., "Organizational Politics: Tactics and Characteristics of Its Actors"	659
Zald and Berger, "Corporate Coup d'Etat"	666
Nierenberg, "Fundamentals of Negotiating"	671
■ QUESTIONS	679
■ CASES	
The Associate Director and the Controllars	680
Senator Theodore Kruger's Office	687

12

MANAGING ORGANIZATIONAL CHANGE 694

Resistance to Change	695
Rejecting the Agent of Change	
Satisfaction with the Present	
Unwillingness to Admit Ignorance	
Dominance of the Past	
Protection of Established Authority	
Blocking Undesired Change	
Changing Attitudes and Behavior	700
Creating Dissatisfaction	
Unfreezing	
Converting	
Refreezing	
Behavioral Change: An Example	
Changing the Organizational System	704
Technological Innovation	
Systemic Change: An Example	
Measuring Change	
Summary	712
References	713
■ READINGS	
Callahan, "A Management Dilemma Revisited: Must Business Choose Between Stability and Adaptability?"	716

Kelley, "Seducing the Elites: The Politics of Decision Making and Innovation in Organizational Networks" 725

Kotler, Schlesinger, "Choosing Strategies for Change" 734

❑ **QUESTIONS** 746

❑ **CASES**

National Bank of San Francisco 747

Redesigning the Acetate Department 751

13 ORGANIZATIONAL DEVELOPMENT 756

The Need for Organizational Development 757

Environmental Complexity and Work Specialization

Exchanging Commitment and Loyalty for Satisfaction of Needs

Overcoming Maladaptive Attitudes

Management of Conflict

Chief Characteristics 761

Methods 764

Diagnosis of Problems 765

Questionnaire Feedback Methods

T-Groups and Sensitivity Training

Focused Exercises and Confrontation

Meetings

Interview Methods

Sequence of Experience and Explanation

A Complete Program 773

Crucial Role of the Consultant 774

Implications for Managers 776

Proper Conditions

Limitations

Summary 778

References 779

❑ **READINGS**

McGregor, "Team Development" 780

Nadler et al., "The Ongoing Feedback System: Experimenting With a New Managerial Tool" 784

Greiner, "Patterns of Organization Change" 789

❑ **QUESTIONS** 801

☐ **CASES**

- University Student Union 803
- Metrocenter Police Department 805

14 ORGANIZATIONAL EVOLUTION 812

The Ecological Viewpoint 813

Environmental Determinism

Contingency Viewpoints 817

Stages of Organizational Life

Contingency Views and Determinism

The Strategic Viewpoint 819

Three Central Concepts

Strategy Formulation

Policy Formulation

Relating Strategy and Policy

Enactment Theory

The Policy-Making Viewpoint 829

Summary 830

References 831

☐ **READINGS**

Summer, "Case Histories in Strategy and Policy" 832

Van de Ven, "Early Planning, Implementation, and Performance of New Organizations" 843

☐ **QUESTIONS 846**

☐ **CASES**

- B.F. Goodrich Company 847
- Corporations: A Perilous Life at the Top 851

ACKNOWLEDGMENTS 856

NAME INDEX 864

SUBJECT INDEX 871