

WORK and ORGANIZATIONAL BEHAVIOUR

/

John BRATTON
Peter SAWCHUK
Carolyn FORSHAW
Militza CALLINAN
Martin CORBETT

HOCHSCHULE
LIECHTENSTEIN
Bibliothek

palgrave
macmillan

Contents

Contents	vu
Figures	xii
Plates	xiv
Tables	xviii
About the authors	xix
About the contributors	xx
Message to lecturers	xxi
Preface	xxiii
Guided tour of the book	xxxii
Acknowledgements	xxxv
Publishers' acknowledgements	xxxvii

part 1 Work and organizational behaviour

chapter 1	Capitalism and organizational behaviour
	The meaning of organizational behaviour
	A framework for studying organizational behaviour
	Managing work organizations
	The multidisciplinary nature of organizational behaviour
	Why study organizational behaviour?
	The influence of class, gender, race, ethnicity and disability on organizational behaviour
	Researching organizational behaviour
	End of chapter features
	Chapter case study 1: Managing change at Eastern University
	Chapter case study 2: Tuition reimbursement for studying OB?
chapter 2	The social nature of work
	Work and non-work
	The development of work
	Work in organizations: an integration of ideas

	Gender and the sexual division of work	58
	Work less, live better? Managing the work-life balance	60
	End of chapter features	64
	Chapter case study 1: Service with a smile: Mcjobs in China	65
	Chapter case study 2: Home-working in Matherdom City Council	66
chapter 3	Studying work and organizations	69
	Classical approaches to studying work	70
	Contemporary theories of work organizations	82
	The value of theory about contemporary organizational behaviour	93
	End of chapter features	94
	Chapter case study 1: Butting out smoking in Russia	95
	Chapter case study 2: Research at Aeroprecision AB	96
part 2	Individuals and work	
chapter 4	Personality and identity	101
	What is personality?	103
	Trait theories of personality	104
	The psychodynamic theory of personality	108
	Sociocultural theories of personality	111
	Identity and personality	115
	Applying personality theories in the workplace	118
	End of chapter features	124
	Chapter case study 1: Identifying leaders in Nigeria	125
	Chapter case study 2: Building Annas self-esteem	126
chapter 5	Perception and emotion	128
	The basic features and process of perception	131
	The processing limitations underlying selective attention	140
	The influence of existing knowledge in perception	141
	Perceiving causes	149
	Perception and emotion	151
	Perception, emotion and employee relations	152
	End of chapter features	155
	Chapter case study 1: The blame game	156
chapter 6	Learning and innovation	159
	The nature of workplace learning	160
	Classical learning theories	164
	Contemporary learning theories	170
	Adult learning theories	174
	Learning for innovation	181
	End of chapter features	185
	Chapter case study 1: Learning to be green in New Zealand	186
	Chapter case study 2: Coronation Bank, a transfer of learning dilemma	187

chapter 7	Motivation at work	190
	The nature of work motivation	192
	Content theories of motivation: workers with needs	194
	Process theories of motivation: workers with choices	200
	The sociological analysis of motivation: alienation, culture and self-identity	206
	Integrating the approaches	209
	Applying motivation theories	210
	End of chapter features	216
	Chapter case study 1: Equity at FindIT	217
	Chapter case study 2: Motivation at Norsk Petroleum	218
chapter 8	Gender, race, disability and class	220
	Equity and justice in work organizations	222
	Gender	225
	Race and ethnicity	227
	Disability and work: an emerging focus for research?	230
	Social class	232
	End of chapter features	236
	Chapter case study 1: Equity challenges in South African police service organizations	237
	Chapter case study 2: The glass ceiling commission	238
part 3	Groups and social interaction	
chapter 9	Work groups and teams	243
	Work groups and work teams	245
	Group dynamics	247
	Work teams and management theory	261
	Work teams: ending bureaucracy and extending employee empowerment?	265
	Paradox in team-based work systems	266
	End of chapter features	269
	Chapter case study 1: Building cars in Brazil	270
	Chapter case study 2: Teams at Land Rock Alliance Insurance	271
part 4	Organizational change, processes and performance	
chapter 10	Organizational design	277
	Organizational structure and design	279
	Dimensions of structure	282
	Typologies of organizational structure	284
	Determinants of organizational structure: making strategic choices	284
	Organizational restructuring: a conceptual framework	290
	Traditional designs of organizational structure: bureaucracy	291
	Emerging organizational designs: post-bureaucracy?	296
	Gender, sexuality and organizational design	300

	End of chapter features	"	302
	Chapter case study 1: Strategy and design in Australia's tourism industry		303
	Chapter case study 2: ABC's just-in-time supply chain		304
chapter 11	Technology in work organizations		307
	Defining technology: a critical look at trends		309
	Historical and philosophical contexts of ICT and work		31a
	Applications of ICT legislation, policy and programmes		314
	Skills and practices related to technology and workplace adoption		318
	End of chapter features		324
	Chapter case study 1: Technological change at the Observer-Herald newspaper	- < •• -•• • , .. 3 2 5	
chapter 12	Organizational culture		328
	National culture and culture dimensions		330
	Understanding organizational culture		333
	Perspectives on organizational culture		336
	Managing cultures		345
	End of chapter features		352
	Chapter case study 1: Changing the University of Daventry's culture		353
chapter 13	Leadership and change		358
	The nature of organizational leadership		360
	Leadership versus management		361
	Leadership theories		36a
	Modern leadership perspectives		372
	Power, gender and cross-cultural issues		376
	Evaluating leadership: is leadership important?		377
	End of chapter features		379
	Chapter case study 1: Hitting the glass ceiling at Hotoke, Japan		380
	Chapter case study 1: The challenge of evaluating leadership development training		381
chapter 14	Communications		386
	Perspectives on communication		386
	Communication and management		391
	Channels of communication		391
	Leadership, persuasion and communication		396
	Communication and cultural diversity		398
	Gender and communication: 'She said, he said'		401
	Communication and paradox		40a
	End of chapter features		403
	Chapter case study 1: Cancelling Casual Friday at Sydney's CLD Bank		404
	Chapter case study 2: Edenvale Hospital		405
chapter 15	Decision making and ethics		407
	The nature of decision making		409
	The rhetorics of decision making		409

	The realities of decision making	411
	Employee involvement in decision making	418
	Ethics and corporate social responsibility	421
	Developing decision-making skills	425
	End of chapter features	428
	Chapter case study 1: Ethical decision making at Primark Apparel	429
	Chapter case study 2: A new venture for Echo Generation Publishing	430
chapter 16	Power, politics and conflict	433
	Power: a matter of definitions	435
	Power: evidence from the workplace	444
	End of chapter features	451
	Chapter case study 1: Aiming for a paperless world	452
	Chapter case study 2: Las Vegas general strike	453
chapter 17	Human resource management	455
	The nature of human resource management	457
	Human resource management functions	460
	Theoretical models of human resource management	463
	Strategic human resource management	466
	Strategic human resource management: does it work?	469
	International human resource management	471
	Paradoxes in human resource management	477
	End of chapter features	478
	Chapter case study 1: Working but poor: organizing women in India	479
	Chapter case study 2: ServiceTech's HRM strategy	480
Epilogue		483
	The nature of organizational behaviour	483
	The future of work and organizational behaviour	488
	Reflecting on the journey	493
Glossary		495
Index of personal names		503
Subject index		506
Index of film titles		518