



Table of Contents

1	The Field of Organizational Behavior	1
1.1	Introduction	1
1.2	What is an Organization?	2
1.3	Purpose of Studying Organizational Behavior	3
1.4	New Trends in Organizational Behavior	4
1.4.1	Business Ethics	5
1.4.2	Work Team	5
1.4.3	Information and Technology	6
1.4.4	Employment Relationship	7
1.4.5	Change in Workforce	8
1.4.6	Globalization	10
1.5	Anchors of Organizational Behavior	11
1.5.1	The Multi-disciplinary Anchor	11

1.5.2	The Systematic Research Anchor	12
1.5.3	The Contingency Anchor	12
1.5.4	The Multiple Level of Analysing Anchor	13
1.5.5	The Open System Anchor	13
1.6	Knowledge Management	15
1.6.1	Processes of Knowledge Management	15
1.7	References	16
2	International and Organizational Culture	17
2.1	Introduction	17
2.2	History of Organizational Culture	18
2.3	Usage of the Organizational Culture	19
2.4	Effects of Organizational Culture	20
2.5	Change in the Organizational Culture	22
2.6	Factors thst Contribute to Cultural Types	23
2.7	Role of the Human Resource Manager	27
2.8	Various Principles for Maintaining Good Cultural Scenario	28
2.9	Maintaining a Global Organizational Culture	30
2.10	References	31
3	Individual Differences at Work	32
3.1	Introduction	32
3.2	Traits	33
3.2.1	Trait Theory	33
3.3	Categorization of Factors that Invoke Individual Differences	36
3.4	Preferences, Personality and Cognitive Abilities	38
3.4.1	Preferences	38
3.4.2	Personality	40
3.4.3	Cognitive Abilities	44
3.5	Individual Differences in an Organization	45
3.6	MBTI and Organizations	48
3.7	References	50
4	Perceptions and Attributions	51
4.1	Introduction	51
4.2	Perception of Organizational Behavior	52
4.2.1	Perceptual Processes	53
4.2.2	Significance of Perception in Organizational Behavior	54

4.2.3	Factors that Influence Perception in Organizational Behavior	57
4.3	Attribution in Organizational Behavior	58
4.3.1	The Process of Attribution as well as the Reasons behind Behavior	60
4.4	References	60
5	Motivation	61
5.1	Introduction	61
5.2	Meaning	62
5.2.1	Motive	62
5.2.2	Motivating	63
5.2.3	Motivation	63
5.3	Types of Motivation	63
5.4	Nature of Motivation	65
5.5	Role of Motivation	66
5.6	Theories of Motivation	67
5.6.1	Maslow Need Hierarchy Theory	67
5.6.2	Herzberg's Motivation-hygiene Theory	70
5.6.3	Alderfer's ERG Theory	73
5.6.4	Equity Theory	74
5.6.5	McGregor's Theory X and Theory Y	76
5.7	Conclusion	79
5.8	References	79
6	Job Design and Performance	80
6.1	Introduction	80
6.2	Aim of a Job Design	81
6.3	Job Design Strategies	81
6.3.1	Steps Involved in Framing a Job Design	82
6.4	Advantages of Job Design	83
6.5	Characteristic Job Model	83
6.6	Different Approaches to Job Designing	84
6.7	Factors that Influence Job Design	85
6.8	Theories of Job Design	85
6.9	Job Redesigning	86
6.9.1	Job Redesigning as a Process	87
6.9.2	Advantages of Job Redesigning	87

6.10	Performance	88
6.10.1	Performance Review	88
6.10.2	Objectives of Performance Review	89
6.10.3	How to Conduct Performance Reviews	89
6.11	Performance Improvement Program	90
6.11.1	Identifying the Underperformer	90
6.11.2	Impact on the Employee	91
6.12	Performance Management	91
6.12.1	Benefits of Performance Management	92
6.12.2	Performance Development Planning	93
6.13	Absenteeism and its Impact on Performance	94
6.13.1	Absenteeism from Training and Events	95
6.14	References	95
7	Evaluation and Rewards Influence Behavior	96
7.1	Evaluation Influence Behavior	96
7.2	Evaluation of the Factors Influencing Individual Behavior	99
7.3	Rewards Influence Behavior	103
7.4	Reward Systems that Influence the Behavior of an Employee	105
7.5	Complete Factors of Reward Management	109
7.6	References	111
8	Managing Stress in Workplaces	112
8.1	Stress	112
8.1.1	Stress Concepts	113
8.1.2	Types of Stress	114
8.2	Stressors	115
8.2.1	Distress versus Eustress	116
8.2.2	Categories of Stressors	117
8.3	Stress, Stressors and Strain in Workplaces	120
8.3.1	Field Theory	121
8.3.2	Role Stress Theory	121
8.3.3	Person Environment Fit Theory	121
8.3.4	Job Demand-control Model	122
8.4	Managing Stress in Workplaces	124
8.4.1	Stress Management by Individuals	125
8.4.2	Stress Management by Organizations	126
8.5	References	130

9	Groups and Teams	132
9.1	Introduction	132
9.2	Group	135
9.3	Five Stages of Group Development	135
9.4	Types of Groups	137
9.5	References	141
10	Managing Conflict and Negotiations	142
10.1	Introduction	142
10.1.1	Identifying the Problem	143
10.2	Introduction to Conflict Management	144
10.3	Methods of Conflict Management	146
10.4	Consequences of Conflict	148
10.5	Types of Conflict	148
10.6	Managing Conflict	149
10.6.1	Boosting or Stimulating Conflict	150
10.7	Introduction to Negotiation	150
10.7.1	Ethics of Negotiation	151
10.7.2	Cultural Implications on the Process of Negotiation	152
10.7.3	Frequent Mistakes in Negotiation	153
10.7.4	Frequent Errors in Negotiation	154
10.7.5	Strategies of Negotiations	155
10.8	References	158
11	Power and Politics	159
11.1	Introduction	159
11.2	Types of Power	161
11.3	Introduction to Politics	164
11.3.1	Why is Politics Necessary?	164
11.4	Office Politics	165
11.4.1	Manipulation as an Active Mechanism in Office Politics	165
11.5	Factors that Instigate Political Behavior	167
11.6	Role of Structure in Politics	167
11.7	Impression Management	168
11.7.1	Methods of Impression Management	169

11.8	Difference between Leadership and Power	169
11.9	How does Power Work?	170
11.9.1	Positive and Negative Consequences of Power	170
11.10	Conformity in Power	171
11.11	Power and its Relation to Influence	173
11.11.1	Direction of Influence	173
11.12	References	174
12 Effective Communication		175
12.1	Introduction	175
12.1.1	Vital Elements of Effective Communication	176
12.1.2	The Purposes of Effective Communication	176
12.1.3	Professional Consulting	177
12.1.4	Theoretical Perspectives	178
12.1.5	Necessity of Effective Communication	178
12.2	Communication System	180
12.2.1	Communication Cycle	180
12.2.2	Elements in the Communication Cycle	181
12.2.3	Communication and the Contextual Approach	182
12.2.4	Developing Connections with the Audience	183
12.3	Communication levels	183
12.3.1	Stages of Communication	183
12.3.2	The Chain of the Levels of Communication	184
12.3.3	Informal and Formal Communication	184
12.3.4	Diagonal, Horizontal and Vertical Communications	186
12.4	Strategies of Communication	188
12.4.1	Objectives and Goals of Communication Strategies	188
12.4.2	Internal Strategies of Communication	189
12.4.3	External Strategies of Communication: Operating with the NGOs	191
12.5	References	192
13 Decision Making		193
13.1	Introduction	193
13.1.1	Meaning	194
13.2	Characteristics of Decision Making	194
13.3	Types of Decision Making	195

13.4	Factors Affecting Decision Making	197
13.5	Decision Making Process	198
13.5.1	Specific Objective	199
13.5.2	Problem Identification	199
13.5.3	Diagnosis	199
13.5.4	Analysis	200
13.5.5	Search for Alternatives	200
13.5.6	Evaluation of the Alternative	200
13.5.7	Selection of the Alternative	201
13.5.8	Action	201
13.5.9	Result	201
13.6	Individual Decision Making and Group Decision Making	202
13.6.1	Methods of Group Decision Making	203
13.6.2	Positivity Related to Group Decision Making	206
13.6.3	Negative Aspects of Group Decision Making	207
13.7	Conclusion	208
13.8	References	208
14	Leadership	209
14.1	Introduction	209
14.1.1	Definition	210
14.2	Ingredients of Leadership	214
14.3	The Trait Approach: Is it True that Some are “Born Leaders”?	217
14.4	The Behavior Approach: What do Leaders do?	218
14.4.1	Two Critical Leadership Behaviors	219
14.5	References	220
15	Organizational Structure and Design	221
15.1	Introduction	221
15.2	Steps Involved in the Process of Organizing	222
15.3	Organizational Structure	223
15.3.1	Organization Charts	223
15.3.2	Hierarchy of Command (or Chain of Command)	225
15.3.3	Unity of Command	226
15.4	Span of Management	226
15.4.1	Classical Thinking on the Span of Management	226
15.4.2	Levels in the Span of Management	228

15.4.3	Modern Thinking on the Span of Management	230
15.5	Departmentalization	232
15.5.1	Departmentalization based on Functionality (Functional Departmentalization)	232
15.5.2	Product Departmentalization	234
15.5.3	Customer-based Departmentalization	236
15.5.4	Geographical or Territorial Departmentalization	238
15.6	Delegation of Authority	239
15.6.1	Key Terms	239
15.6.2	The Process of Delegation	240
15.6.3	Difficulties in the Process of Delegation	241
15.6.4	Steps to Overcome Ineffective Delegation	242
15.7	Decentralization	243
15.8	Factors affecting Decentralization	244
15.8.1	Organizational Philosophy	244
15.8.2	Attitude of Middle Management	244
15.8.3	Size of the Organization and its Rate of Growth	245
15.9	New Trends in Organizational Structure	245
15.9.1	Reduction in the Levels of Management	245
15.9.2	Proactivity in Resource Accumulation	245
15.9.3	Culture and Informal Organization	246
15.9.4	Technological Factors	247
15.10	References	247

Index	248
-------	-----