

# CONTENTS

## part one GENERAL MANAGEMENT

<b>1. Managing: An Introduction</b> . . . . .	<b>5</b>
Managing: Some Basic Concepts, 7	
Basic Theme, 12	
Overview of Book, 15	
What You Can Expect to Learn, 17	
APPLICATION: Managing versus Nonmanaging, 19	
APPLICATION: Women Managers—A Job or a Career, 20	
SUPPLEMENT 1A: Approaches to the Study of Managing, 22	
SUPPLEMENT 1B: Two Management Radicals, 29	
<b>2. Goals: The Strategic Managing Variable</b> . . . . .	<b>41</b>
Some Basic Goal Concepts, 42	
Goals: Uses and Overemphasis, 47	
Criteria Goals Should Meet, 50	
The Manager's Goal System, 55	
Individual "versus" Organizational Goals, 58	
The Goal-Setting Process, 61	
APPLICATION: Coalition Formation, 66	
APPLICATION: Personal Goal Setting, 67	
SUPPLEMENT 2A: Profit and Social Responsibility, 69	
SUPPLEMENT 2B: Management by Objectives, 82	
<b>3. Managerial Planning</b> . . . . .	<b>97</b>
Planning: Some Basic Concepts, 99	
Characteristics of Plans, 103	
Planning Premises, 105	
Organizing for Planning, 107	
The Formal Planning Process, 110	
An Illustration of a Planning Process, 113	
Finding Time to Plan, 115	
APPLICATION: Zero-Based Budgeting, 118	
APPLICATION: Delphi Forecasting, 119	
<b>4. Managerial Controlling</b> . . . . .	<b>123</b>
Controlling: Some Basic Concepts, 124	
What Can Managers Control? 126	

Types of Control Systems, 132  
 The Human Side of Controlling, 135  
 Controlling: Managerial Perspectives, 137  
 APPLICATION: Control Tolerances, 143  
 APPLICATION: Pareto's Law, 144  
 SUPPLEMENT 4A: Planning and Controlling with  
 Network Analysis, 145

## **5. Managerial Decision Making . . . . . 161**

Decision Making: Some Basic Concepts, 162  
 A Decision Framework, 164  
 When Is a Decision Right? 168  
 The Quality of Decisions, 169  
 Group Decision Making, 172  
 The Decision-Making Process, 175  
 Problem-Solving Styles, 178  
 APPLICATION: An Unprogrammed Decision, 182  
 APPLICATION: Problem-Solving Styles and  
 Career Development, 184  
 SUPPLEMENT 5A: An Introduction to Linear  
 Programming, 186  
 SUPPLEMENT 5B: An Introduction to Quantitative  
 Decision Criteria, 198

### **part two**

## **BEHAVIOR IN ORGANIZATIONS: A MICRO VIEW**

## **6. Job Performance and the Motivation Process . . . . . 215**

Individual Behavior, 216  
 Job Performance, 218  
 Situational Factors, 220  
 Abilities and Skills, 221  
 Role Perceptions, 223  
 The Motivation Process, 226  
 Valence, 227  
 Expectancy, 229  
 An Assessment of Expectancy Theory, 230  
 APPLICATION: Pay, Valence, and Expectancy, 233  
 APPLICATION: How Important is Equity? 234  
 SUPPLEMENT 6A: Motives, 236

## **7. Cognitive Variables . . . . . 251**

Perception, 252  
 Attitudes, 259  
 Values, 268  
 APPLICATION: Executive Dropout, 275  
 SUPPLEMENT 7A: Assumptions about People, 276  
 SUPPLEMENT 7B: Job Satisfaction, 286

<b>8. Behavioral Consequences . . . . .</b>	<b>301</b>
<ul style="list-style-type: none"> <li>The Role of Behavioral Consequences, 302</li> <li>Types of Behavioral Consequences, 303</li> <li>Using Contingencies to Link Behavior and Consequences, 306</li> <li>Scheduling Behavioral Consequences, 312</li> <li>Two Influencing Processes, 315</li> <li>A Brief Critique, 317</li> <li>APPLICATION: Poker Chips, 324</li> <li>APPLICATION: Chita Chip Company, 324</li> </ul>	
<b>9. Interpersonal Behavior . . . . .</b>	<b>329</b>
<ul style="list-style-type: none"> <li>General Observations, 331</li> <li>Interpersonal Response Traits, 331</li> <li>Interpersonal Attraction, 334</li> <li>Interpersonal Congruence and Self-Disclosure, 337</li> <li>APPLICATION: Analyzing an Interpersonal Relationship, 343</li> </ul>	
<b>10. Behavior in Groups . . . . .</b>	<b>347</b>
<ul style="list-style-type: none"> <li>Groups at Work, 347</li> <li>Performance in Groups, 351</li> <li>Observing Groups, 355</li> <li>Rational Behavior in Groups, 358</li> <li>A Process Model for Describing Behavior in Groups, 360</li> <li>Intergroup Competition, 362</li> <li>APPLICATION: The Nominal Group Technique (NGT), 365</li> </ul>	
<b>11. Managerial Leadership . . . . .</b>	<b>369</b>
<ul style="list-style-type: none"> <li>Managing and Leading, 370</li> <li>Three Universalist Approaches, 372</li> <li>Three Situational Approaches, 380</li> <li>Leadership Styles, 388</li> <li>APPLICATION: Another Arnold, 397</li> </ul>	
<b>12. Managerial Communication . . . . .</b>	<b>399</b>
<ul style="list-style-type: none"> <li>Communication, Information, and Data, 400</li> <li>The Communication Process, 404</li> <li>Communication Networks, 408</li> <li>Improving Personal Communication, 413</li> <li>APPLICATION: Communication Exercise, 417</li> </ul>	
<b>13. Conflict and Stress . . . . .</b>	<b>421</b>
<ul style="list-style-type: none"> <li>The Nature of Conflict, 422</li> <li>Conflict-Management Styles, 428</li> <li>The Nature of Stress, 433</li> <li>APPLICATION: More on the SRRS, 440</li> </ul>	

**part three**

**ORGANIZATIONS: A MACRO VIEW**

**14. Foundations of Contemporary Thought about Organizations . . . . . 447**

- Preliminary Observations, 448
- Social Darwinism and the New Thought Movement, 451
- Scientific Management, 454
- Administrative Management, 457
- Bureaucracy, 460
- The Hawthorne Studies, 464
- Cooperative Action, 468
- The Role of Authority, 470
- APPLICATION: A Different Perspective, 476

**15. Contemporary Thought about Organizations . . . . . 479**

- The Organization as a System, 480
- The Organization–Environment Relationship, 487
- The Organization–Technology Relationship, 495
- Organizational Climate, 499
- APPLICATION: Organizational Climate, 503

**16. Designing and Grouping of Jobs . . . . . 507**

- Introduction, 507
- Designing Jobs, 512
- Grouping Jobs, 521
- APPLICATION: Change in Base of Departmentation, 531

**17. Further Aspects of the Design Problem . . . . . 535**

- Span of Management, 535
- Organization Levels, 538
- Delegation, 540
- Line and Staff, 545
- Designing Organizations: A Recap, 549
- APPLICATION: Spans and Levels, 551

**18. Organizational Change and Effectiveness . . . . . 555**

- Organizational Change, 555
- Organization Development, 565
- Organizational Effectiveness, 570
- APPLICATION: Unsuccessful Change Efforts, 576

**part four**

**MANAGING: RECAP AND EPILOGUE**

**19. Managing: A Recap . . . . . 583**

- Managing, 583
- Accountability for Performance, 584

- Goals, 584
- Managerial Planning, 585
- Managerial Controlling, 586
- Managerial Decision Making, 586
- Job Performance, 587
- Motivation, 588
- Cognitive Variables, 588
- Behavioral Consequences, 589
- The Interpersonal and Group Contexts, 590
- Managerial Leadership, 590
- Managerial Communication, 591
- Conflict and Stress, 591
- Organizations: Theory, 592
- Organizations: Design, 592
- Organizations: Change and Effectiveness, 592
- A Final Check, 593

**20. Epilogue: Organizations as Human Communities . 595**

**CASES**

1. Bob Kelly, 603
2. Alpha and Beta, 606
3. Phil Coffman, 608
4. The Captain's Table, 611
5. Dick Spencer, 615
6. Savemore Food Store 5116, 622
7. The Slade Company, 626

**Name Index . . . . . 639**

**Subject Index . . . . . 641**