

TABLE OF CONTENTS

Licensing

1: Management and Organizational Behavior

- 1.1: The Nature of Work
- 1.2: The Changing Workplace
- 1.3: The Nature of Management
- 1.4: A Model of Organizational Behavior and Management
- 1.5: Glossary

2: Individual and Cultural Differences

- 2.1: Individual and Cultural Factors in Employee Performance
- 2.2: Employee Abilities and Skills
- 2.3: Personality- An Introduction
- 2.4: Personality and Work Behavior
- 2.5: Personality and Organization- A Basic Conflict?
- 2.6: Personal Values and Ethics
- 2.7: Cultural Differences
- 2.8: Glossary
- 2.9: Summary of Learning Outcomes
- 2.10: Management Skills Application Exercises
- 2.11: Managerial Decision Exercises
- 2.12: Critical Thinking Case

3: Perception and Job Attitudes

- 3.1: The Perceptual Process
- 3.2: Barriers to Accurate Social Perception
- 3.3: Attributions - Interpreting the Causes of Behavior
- 3.4: Work-Related Attitudes
- 3.5: Glossary
- 3.6: Summary of Learning Outcomes
- 3.7: Chapter Review Questions
- 3.8: Management Skills Application Exercises
- 3.9: Managerial Decision Exercises
- 3.10: Critical Thinking Case

4: Learning and Reinforcement

- 4.1: Basic Models of Learning
- 4.2: Reinforcement and Behavioral Change
- 4.3: Behavior Modification in Organizations
- 4.4: Behavioral Self-Management
- 4.5: Glossary
- 4.6: Summary of Learning Objectives
- 4.7: Chapter Review Questions
- 4.8: Managerial Skills Application Exercise
- 4.9: Managerial Decision Exercise
- 4.10: Critical Thinking Case

5: Diversity in Organization

- 5.1: An Introduction to Workplace Diversity
- 5.2: Diversity and the Workforce
- 5.3: Diversity and Its Impact on Companies
- 5.4: Challenges of Diversity
- 5.5: Key Diversity Theories
- 5.6: Benefits and Challenges of Workplace Diversity
- 5.7: Recommendations for Managing Diversity
- 5.8: Glossary
- 5.9: Summary of Learning Objectives
- 5.10: Chapter Review Questions
- 5.11: Managerial Skills Application Exercise
- 5.12: Managerial Decision Exercise
- 5.13: Critical Thinking Case

6: Perception and Managerial Decision Making

- 6.1: Overview of Managerial Decision-Making
- 6.2: How the Brain Processes Information to Make Decisions- Reflective and Reactive Systems
- 6.3: Programmed and Nonprogrammed Decisions
- 6.4: Barriers to Effective Decision-Making
- 6.5: Improving the Quality of Decision-Making
- 6.6: Group Decision-Making
- 6.7: Glossary
- 6.8: Summary of Learning Outcomes
- 6.9: Chapter Review Questions
- 6.10: Management Skills Application Exercises
- 6.11: Managerial Decision Exercises
- 6.12: Critical Thinking Case

7: Work Motivation for Performance

- 7.1: Motivation- Direction and Intensity
- 7.2: Content Theories of Motivation
- 7.3: Process Theories of Motivation
- 7.4: Recent Research on Motivation Theories
- 7.5: Glossary
- 7.6: Summary of Learning Outcomes
- 7.7: Chapter Review Questions
- 7.8: Management Skills Application Exercises
- 7.9: Managerial Decision Exercises
- 7.10: Critical Thinking Case

8: Performance Appraisal and Rewards

- 8.1: Performance Appraisal Systems
- 8.2: Techniques of Performance Appraisal
- 8.3: Feedback
- 8.4: Reward Systems in Organizations
- 8.5: Individual and Group Incentive Plans
- 8.6: Glossary
- 8.7: Summary of Learning Outcomes
- 8.8: Chapter Review Questions

- 8.9: Management Skills Application Exercises
- 8.10: Managerial Decision Exercises
- 8.11: Critical Thinking Case

9: Group and Intergroup Relations

- 9.1: Work Groups - Basic Considerations
- 9.2: Work Group Structure
- 9.3: Managing Effective Work Groups
- 9.4: Intergroup Behavior and Performance
- 9.5: Glossary
- 9.6: Summary of Learning Outcomes
- 9.7: Chapter Review Questions
- 9.8: Management Skills Application Exercises
- 9.9: Managerial Decision Exercises
- 9.10: Critical Thinking Case

10: Understanding and Managing Work Teams

- 10.1: Teamwork in the Workplace
- 10.2: Team Development Over Time
- 10.3: Things to Consider When Managing Teams
- 10.4: Opportunities and Challenges to Team Building
- 10.5: Team Diversity
- 10.6: Multicultural Teams
- 10.7: Glossary
- 10.8: Summary of Learning Outcomes
- 10.9: Chapter Review Questions
- 10.10: Management Skills Application Exercises
- 10.11: Managerial Decision Exercises
- 10.12: Critical Thinking Case

11: Communication

- 11.1: Section 1-
- 11.2: Types of Communication in Organizations
- 11.3: Factors Affecting Communications and the Roles of Managers
- 11.4: Managerial Communication and Corporate Reputation
- 11.5: The Major Channels of Management Communication Are Talking, Listening, Reading, and Writing
- 11.6: Glossary
- 11.7: Summary of Learning Outcomes
- 11.8: Chapter Review Questions
- 11.9: Management Skills Application Exercises
- 11.10: Managerial Decision Exercises
- 11.11: Critical Thinking Case

12: Leadership

- 12.1: The Nature of Leadership
- 12.2: The Leadership Process
- 12.3: Leader Emergence
- 12.4: The Trait Approach to Leadership
- 12.5: Behavioral Approaches to Leadership
- 12.6: Situational (Contingency) Approaches to Leadership

- 12.7: Substitutes for and Neutralizers of Leadership
- 12.8: Transformational, Visionary, and Charismatic Leadership
- 12.9: Leadership Needs in the 21st Century
- 12.10: Glossary
- 12.11: Summary Learning Outcomes
- 12.12: Chapter Review Questions
- 12.13: Management Skills Application Exercises
- 12.14: Managerial Decision Exercises
- 12.15: Critical Thinking Cases

13: Organizational Power and Politics

- 13.1: Chapter Introduction
- 13.2: Power in Interpersonal Relations
- 13.3: Uses of Power
- 13.4: Political Behavior in Organizations
- 13.5: Limiting the Influence of Political Behavior
- 13.6: Glossary
- 13.7: Summary of Learning Outcomes
- 13.8: Chapter Review Questions
- 13.9: Management Skills Application Exercises
- 13.10: Managerial Decision Exercises
- 13.11: Critical Thinking Case

14: Conflict and Negotiations

- 14.1: Chapter Introduction
- 14.2: Conflict in Organizations- Basic Considerations
- 14.3: Causes of Conflict in Organizations
- 14.4: Resolving Conflict in Organizations
- 14.5: Negotiation Behavior
- 14.6: Glossary

15: External and Internal Organizational Environments and Corporate Culture

- 15.1: Chapter Introduction
- 15.2: The Organization's External Environment
- 15.3: External Environments and Industries
- 15.4: Organizational Designs and Structures
- 15.5: The Internal Organization and External Environments
- 15.6: Corporate Cultures
- 15.7: Organizing for Change in the 21st Century
- 15.8: Glossary

16: Organizational Structure and Change

- 16.1: Chapter Introduction
- 16.2: Organizational Structures and Design
- 16.3: Organizational Change
- 16.4: Managing Change
- 16.5: Glossary

17: Human Resource Management

- 17.1: Chapter Introduction
- 17.2: An Introduction to Human Resource Management
- 17.3: Human Resource Management and Compliance
- 17.4: Performance Management
- 17.5: Influencing Employee Performance and Motivation
- 17.6: Building an Organization for the Future
- 17.7: Talent Development and Succession Planning
- 17.8: Glossary

18: Stress and Well Being

- 18.1: Chapter Introduction
- 18.2: Problems of Work Adjustment
- 18.3: Organizational Influences on Stress
- 18.4: Buffering Effects of Work related Stress
- 18.5: Coping with Work related Stress
- 18.6: Glossary

[Index](#)

[Glossary](#)

[Appendix B: Scoring Keys for Self-Assessment Exercises](#)

[Detailed Licensing](#)