

TABLE OF CONTENTS

Licensing

1: Introduction to Organizational Behavior

- 1.1: College Textbook Revolution
- 1.2: Understanding Organizational Behavior
- 1.3: Understanding How OB Research Is Done
- 1.4: Trends and Changes
- 1.5: The Interactionist Perspective: The Role of Fit
- 1.6: Understanding Your Learning Style
- 1.7: Advice for Hiring Successful Employees: The Case of Guy Kawasaki
- 1.8: Conclusion
- 1.9: Exercises

2: Understanding People at Work: Individual Differences and Perception

- 2.1: Individual Differences: Values and Personality
- 2.2: Perception
- 2.3: The Role of Ethics and National Culture
- 2.4: Using Science to Match Candidates to Jobs: The Case of Kronos
- 2.5: Maintaining Core Values: The Case of Nau
- 2.6: Conclusion
- 2.7: Exercises

3: Individual Attitudes, Work Related Behaviours and Emotions

- 3.1: People Come First: The Case of SAS
- 3.2: Work Attitudes
- 3.3: Work Behaviors
- 3.5: Avoiding and Managing Stress
- 3.7: Emotions at Work
- 3.8: The Role of Ethics and National Culture
- 3.9: Rebounding from Defeat: The Case of Jeffrey Katzenberg
- 3.10: Getting Emotional: The Case of American Express
- 3.11: Facing Foreclosure: The Case of Camden Property Trust
- 3.12: Conclusion
 - Conclusion
- 3.13: Exercises
 - Exercises
- 3.4: What Is Stress?
- 3.6: What Are Emotions?

4: Managing Diversity

- 4.1: Doing Good as a Core Business Strategy: The Case of Goodwill Industries
- 4.2: Demographic Diversity
- 4.3: Cultural Diversity
- 4.4: The Role of Ethics and National Culture
- 4.5: Managing Diversity for Success: The Case of IBM

- 4.6: Conclusion
- 4.7: Exercises

5: Theories of Motivation

- 5.1: A Motivating Place to Work: The Case of Zappos
- 5.2: Need-Based Theories of Motivation
- 5.3: Process-Based Theories
- 5.4: The Role of Ethics and National Culture
- 5.6: Conclusion
- 5.7: Exercises
- 5.5: Motivation in Action: The Case of Trader Joe's

6: Designing a Motivating Work Environment

- 6.1: Motivating Steel Workers Works: The Case of Nucor
- 6.2: Motivating Employees Through Job Design
- 6.3: Motivating Employees Through Goal Setting
- 6.4: Motivating Employees Through Performance Appraisals
- 6.5: Motivating Employees Through Performance Incentives
- 6.6: The Role of Ethics and National Culture
- 6.7: Motivation Key for Success: The Case of Xerox
- 6.8: Conclusion
- 6.9: Exercises

7: Managing Groups and Teams

- 7.1: Teamwork Takes to the Sky: The Case of General Electric
- 7.2: Group Dynamics
- 7.3: Decision Making in Groups
- 7.4: Understanding Team Design Characteristics
- 7.5: Management of Teams
- 7.6: Barriers to Effective Teams
- 7.7: The Role of Ethics and National Culture
- 7.8: Green Teams at Work: The Case of New Seasons Market
- 7.9: Conclusion
- 7.10: Exercises

8: Communication

- 8.2: Understanding Communication
- 8.3: Communication Barriers
- 8.4: Different Types of Communication and Channels
- 8.5: The Role of Ethics and National Culture
- 8.6: Employee Satisfaction Translates to Success: The Case of Edward Jones
- 8.7: Conclusion
- 8.8: Exercises
- 8.1: You've Got Mail...and You're Fired! The Case of RadioShack

9: Leading People Within Organizations

- 9.1: Taking on the Pepsi Challenge: The Case of Indra Nooyi
- 9.6: The Role of Ethics and National Culture
- 9.7: Leadership Development: The Case of Starbucks
- 9.8: Conclusion

- 9.9: Exercises
- 9.2: Who Is a Leader? Trait Approaches to Leadership
- 9.3: What Do Leaders Do? Behavioral Approaches to Leadership
- 9.4: What Is the Role of the Context? Contingency Approaches to Leadership
- 9.5: What's New? Contemporary Approaches to Leadership

10: Power and Politics

- 10.1: Focus on Power: The Case of Steve Jobs
- 10.2: The Basics of Power
- 10.3: The Power to Influence
- 10.4: Organizational Politics
- 10.5: Understanding Social Networks
- 10.6: The Role of Ethics and National Culture
- 10.7: Getting Connected: The Case of Social Networking
- 10.8: Conclusion
- 10.9: Exercises

11: Organizational Culture

- 11.1: Building a Customer Service Culture: The Case of Nordstrom
- 11.2: Understanding Organizational Culture
- 11.3: Characteristics of Organizational Culture
- 11.4: Creating and Maintaining Organizational Culture
- 11.5: Creating Culture Change
- 11.6: The Role of Ethics and National Culture
- 11.7: Clash of the Cultures: The Case of Newell Rubbermaid
- 11.8: Conclusion
- 11.9: Exercises

12: Managing Change

- 12.1: Organizational Change
- 12.2: Planning and Executing Change Effectively
- 12.3: Building Your Change Management Skills
- 12.4: The Role of Ethics and National Culture
- 12.5: Changing for Good: The Case of Hanna Andersson Corporation
- 12.6: Conclusion
- 12.7: Exercises

[Index](#)

[Glossary](#)

[Detailed Licensing](#)