

MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

THIRD EDITION

LAURIE J MULLINS

An aerial photograph of a large group of people, likely a crowd or a team, arranged in a grid-like formation on a dark, paved surface. The people are wearing various colored clothing, including blue, red, yellow, and white, and are holding hands or standing close together. The formation is roughly rectangular, with the people's heads pointing towards the center. The background shows a dark, paved area with some lighter-colored lines, possibly a road or a parking lot. The overall image has a high-contrast, somewhat grainy quality, typical of a book cover illustration.

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THIRD EDITION

MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

Laurie J Mullins



*Principal Lecturer
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PITMAN
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*To my wife, Pamela
with a special mention for Joshua and Lorna, and Daniel
and in loving memory of my Mother*

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ABOUT THIS BOOK

This book presents a **managerial approach to organisational behaviour**. It is concerned with interactions among the structure and operation of organisations, the process of management and the behaviour of people at work. *The underlying theme of the book is the need for organisational effectiveness and the importance of the role of management as an integrating activity.*

The aims of this book are to:

- relate the study of organisational behaviour to that of management;
- provide an integrated view embracing both theory and practice;
- point out applications of behavioural science within work organisations and implications for management action;
- indicate ways in which organisational performance may be improved through the better use of human resources.

The book is written with a minimum of technical terminology and the format is clearly structured. Each chapter contains a short introduction, objectives, a synopsis of key points, review and discussion questions, notes and references, and assignment(s) and/or case(s).

It is hoped that the book will appeal to students at undergraduate, graduate or post experience level in business or management, or on related professional courses. It is also hoped that the book will appeal not only to those aspiring to a managerial position but to practising managers and supervisors who wish to expand their knowledge of the subject area.

The study of behavioural science, in one form or another, is now included in many courses on organisation and management. However, whilst a prior knowledge of behavioural science would prove useful to the reader, it is not assumed. Neither is such knowledge a necessary prerequisite for an understanding of the concepts and ideas discussed in this book.

No single book could hope to cover adequately all aspects of what is a wide and essentially multidisciplinary field of inquiry. It is not the intention to attempt to cover all aspects of individual or social behaviour. In order to attain a reasonable depth, this book concentrates on selected topics of particular relevance to problems of organisation and management in work situations, and which meet the needs of the intended audience. There are, of course, related areas of specialisms such as personnel and employee relations, discussed in Chapter 18, which also bear upon management action and organisational effectiveness.

The concepts and ideas presented in this book provide a basis on which to formulate a critical appraisal of different perspectives on the structure, operation and management of organisations, and interactions among people who work in them. Hopefully this will encourage more awareness of, and sensitivity to, the organisational factors and management processes influencing the behaviour and performance of people at work.

The third edition

It has been very pleasing to receive the many complimentary and positive comments from reviewers and users of the second edition. These comments have been most appreciated and provided the encouragement for, and basis of, this third edition.

The third edition retains the same underlying theme, aims and approach. There are however a number of significant changes.

- There are two completely new chapters on Individual Differences, and Personnel and Employee Relations.
- Greater consideration is given to international aspects of work organisations.
- The revised Chapter 1 now provides a broader perspective on the nature of organisational behaviour.
- The Process of Perception is given a separate chapter on its own together with the addition of gender studies in organisations.
- There is considerable new material and supporting references together with additional diagrams and practical examples.
- The book is now divided into eight related parts with changes to the sequencing of certain chapters.
- The opportunity has been taken for a general review of both text and style. Attention to the ordering of certain sections, further headings and sub-headings, and the overall layout and presentation of the book should make this third edition even more appealing to the reader.

A *Lecturer's Guide* is available to lecturers adopting this textbook. A set of paper masters for OHP's is also available.

PLAN OF THE BOOK

PART ONE – MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

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|-----------------------------------------------------------|----------------------------------------------------------------|--------------------------------------------|
| Chapter 1 The nature of organisational behaviour | Chapter 2 Approaches to organisation and management ✓ | Chapter 3 The organisational setting |
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PART TWO – THE INDIVIDUAL

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| Chapter 4 Individual differences | Chapter 5 The process of perception |
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PART THREE – GROUPS AND LEADERSHIP

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| Chapter 6 The nature of groups | Chapter 7 Group processes and behaviour | Chapter 8 The nature of leadership |
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PART FOUR – CONTEXT OF THE ORGANISATION

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| Chapter 9 Organisational goals and objectives | Chapter 10 Organisation structure and systems ✓ | Chapter 11 Contingency approach to organisation and management |
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PART FIVE – MANAGEMENT AS AN INTEGRATING ACTIVITY

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| Chapter 12 The nature of management | Chapter 13 Managerial behaviour and effectiveness |
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PART SIX – ORGANISATIONAL PROCESSES

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| Chapter 14 The nature of work motivation | Chapter 15 Job satisfaction and work performance | Chapter 16 The nature of delegation | Chapter 17 The nature of management control |
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PART SEVEN – THE PERSONNEL FUNCTION

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| Chapter 18 Personnel and employee relations | Chapter 19 Staffing the organisation |
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PART EIGHT – IMPROVING ORGANISATIONAL PERFORMANCE

| | |
|----------------------------------------|--------------------------------------------------------------------------|
| Chapter 20 Organisation development | Chapter 21 Management development and organisational effectiveness |
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GUIDE TO YOUR STUDY OF THE BOOK

The book adopts an applied approach to help in the search for the most appropriate ways of improving organisational performance and effectiveness. The objective analysis of organisations is supported, where appropriate, by a more prescriptive stance. For example, in Chapter 10 the underlying need to establish a framework of order and system of command by which the work of the organisation is undertaken demands that attention be given to certain basic principles and consideration of structure.

Although the main focus of attention is the private enterprise business organisation, reference is made to other types of organisations for the purpose of comparisons and examples. General principles and prescriptions apply equally to all types of work organisations which achieve their goals and objectives through the process of management.

It is possible that the more practically minded reader may wish to concentrate greater attention on the latter parts of certain chapters. However, even a cursory examination of earlier sections of the chapter will help provide an understanding of underlying studies upon which discussion of practical applications is based.

You are invited to test your knowledge and understanding of the contents by attempting the review and discussion questions at the end of each chapter. These questions provide a basis for revision and review of progress. You are also invited to undertake the assignment(s) and/or case(s) at the end of each chapter. The questions, assignments and case studies provide an opportunity to relate ideas, principles and practices to specific work situations, to think and talk about major issues, and to discuss and compare views with colleagues.

The notes and references given at the end of each chapter are to encourage you to pursue further any issues of particular interest. A simple numbering system has deliberately been chosen in order to keep the main text uncluttered and easier to follow, to provide more detailed and specific referencing, and because this system appears to be favoured by most readers.

Although there is a logical flow to the sequencing of topic areas, each chapter is self-contained. The selection and ordering of chapters can be varied to suit the particular demands of your study courses or your interests.

You are encouraged to complement your reading of the book by drawing upon your own experience of work organisations. Search for and study examples of management and organisational behaviour. Look for good and bad examples of management activities and practices, and consider reasons for their apparent success or failure. Consider the manner in which concepts and ideas presented in this book can best be applied in particular work situations. Contemporary examples from your own observations should help further your interest in the subject area and illustrate practical applications to real-life situations.

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