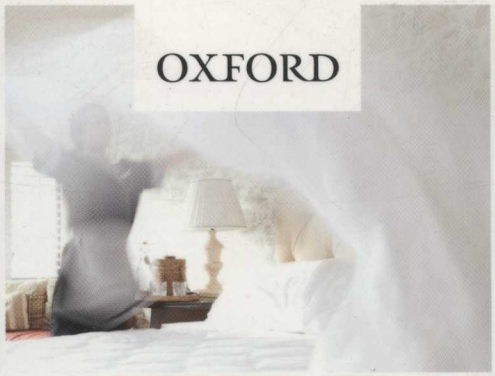
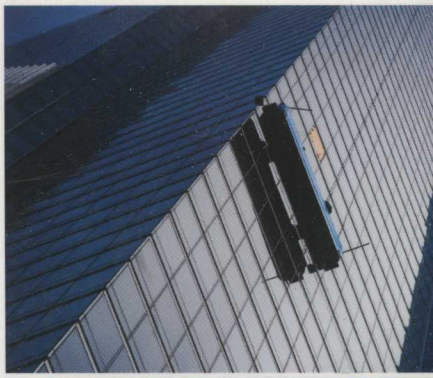
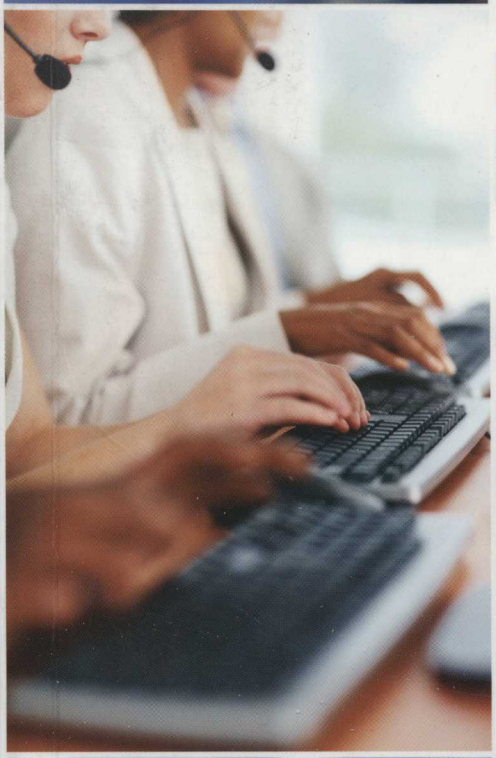

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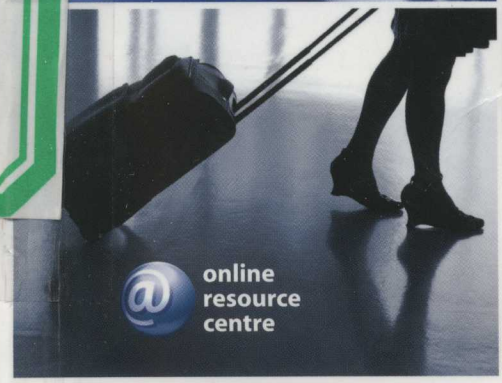

Organizational Behaviour

Daniel King and Scott Lawley

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Organizational Behaviour

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At OUP we would like to thank Fran Griffin for initially sparking the idea that the way that we taught could be converted into a book and for her continual support and enthusiasm for the project and development of many of the ideas; Ben Pettitt for his work at keeping us on track with the tight publishing deadlines and being a constant source of support throughout the writing process; Sian Jenkins for her attention to detail throughout the copyediting stage; and Fiona Goodall for her work on the ORC. We would also like to express our gratitude to the many reviewers for their valuable comments and insights, their ability to understand the concept underlying this book, and their suggestions for its development.

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Scott would like to thank colleagues past and present for their ideas and inspiration over the years, and all friends and family for their support during the writing of this book.

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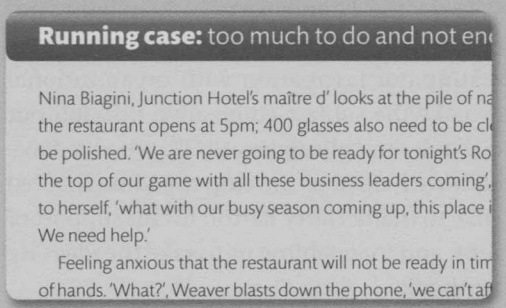
How to use this book

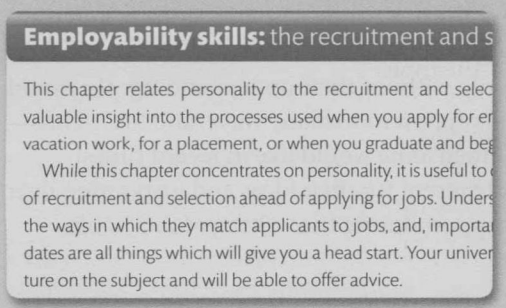


Running case:

The fictional running case is set in Junction Hotel, and presents organizational problems and theories in a familiar context. We see issues from multiple perspectives and discover that there is often no 'one best way' to do things. The running case is closely integrated with the theories discussed in each chapter.

Real life case boxes:

Organizational behaviour theories are played out in the real world every day. Contemporary examples from a range of sources (including businesses such as Vodafone, public sector institutions like the Metropolitan police, and not-for-profit organizations such as food cooperatives) help you make the link from theory to reality.



Study and employability skills boxes:

Each chapter contains skills tips to help boost your grades and your employability. These are linked to topics being discussed in the book, and further reinforce the relevance of organizational behaviour to real life.

Theory in context: responding to the rise o

The rising interest in organizational culture occurred at a poi
nomic superpower was being challenged by the rise of Japane
was challenged by Honda's smaller, more efficient bikes (Ouch

The Japanese culture was seen as key in their success. For ins
a story of a 'Honda worker who, on his way home each eve
blades on all the Hondas he passes. He can't stand to see a fl
some US workers were seen as purposely destructive. For ex
would go home at night chuckling to himself about the thing

Theory in context boxes:

Where do theories about organizational behaviour come from? What influenced the theorists' thoughts and the resulting theories? The wider contexts of society, technology, politics, and economics are considered, and you are encouraged to critically analyse theories to deepen your understanding.

Research insight: 'We recruit attitude', Calla
2002. 'We recruit attitude': the selection and s
centre labour. *Journal of Management Studies*

In a study of recruitment and selection in a call centre, Callag
while technical skills, such as numeracy and using a keyboard a
process is given to personality. In particular, a positive, energet
humour during calls are seen as aspects of good customer se
tomer service that may differentiate the company from others
emotional labour in service industries in Chapter 16).

Research insight boxes:

The body of academic literature on the subject of organizational behaviour is vast. This feature highlights seminal research articles that made a significant contribution to the topic. The full reference is provided so you can follow up your textbook reading with further research.

Imagine if your university library building close
would it have on the rest of the university and h
keep the university running?

Visit the Online Resource Centre for furth

Open and closed systems

A further distinction in the nature of a s
(Jackson and Carter, 2007: 211).

Stop and think questions:

These short, reflective questions appear throughout the chapters and encourage you to consider the topics in light of your own experience.

Review questions

1. Describe the main features of the planned approach to ch
2. Explain how the planned approach to change addresse
surface'.
3. Analyse how organization development helps bring abou

Apply

4. How might the three-step model have been used to impl

Review questions:

At the end of every chapter section review questions help you assess your understanding of the central themes and your readiness to progress to the next part of the topic.

Further reading

Schein, E. 2010. *Organizational culture and leadership*. Jossey Bas
Popular management writer and consultant, Schein provides a goo
agement viewpoint. He offers ways to understand culture and prac

**Peters, T. J., and Waterman, R. H. Jr. 1982. *In search of excellence*
Harper Row, London.**
An early, influential book in management circles on the role of cult
given that it has been subject to substantial criticism for both its me

**Smircich, L. 1983. Concepts of culture and organizational anal
339–358.**

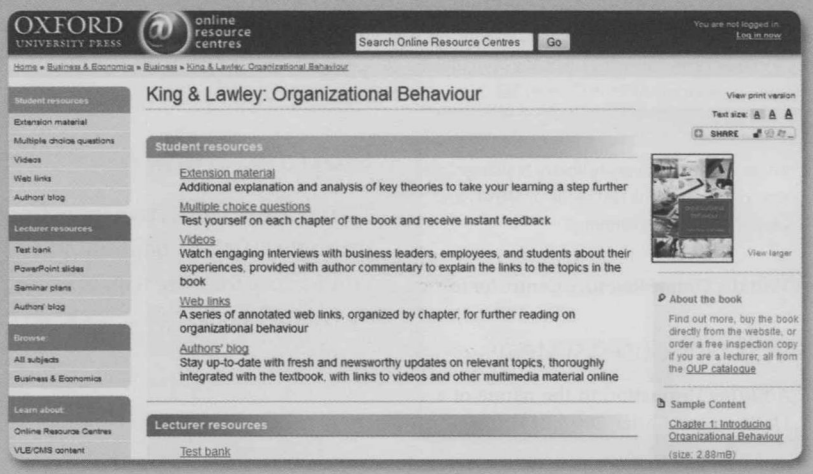
Further reading:

To take your learning further, reading lists have been provided as guides to finding out more about the issues raised within each chapter and to help you locate the useful academic literature in the field.

How to use the Online Resource Centre

www.oxfordtextbooks.co.uk/orc/king_lawley/

The Online Resource Centre that accompanies this book provides students and registered adopters of the textbook with ready-to-use teaching and learning materials. These resources are free of charge and designed to maximize the learning experience.



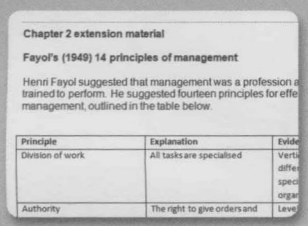
Author blog:

The authors will provide fresh and newsworthy updates on relevant topics, thoroughly integrated with the textbook, with links to videos and other multimedia material on the Internet.

For students

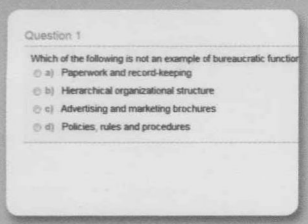
Videos:

The world of work can sometimes seem far removed from the theories being discussed in the textbook. Business leaders, employees, and students are interviewed about their experiences, and an author commentary on each video clip explains the links to topics in the book.



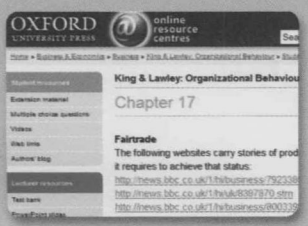
Extension material:

Additional explanation and analysis of key theories which go beyond what is covered in the textbook are available to help you to take your learning a step further.



Multiple-choice questions:

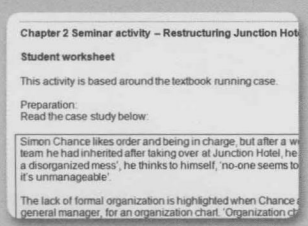
A bank of self-marking multiple-choice questions has been provided for each chapter of the text and includes instant feedback on your answers, cross-referencing the textbook to assist with independent self-study.



Weblinks:

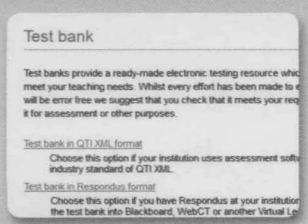
A series of annotated weblinks, organized by chapter, has been provided to point you in the direction of important material on organizational behaviour.

For instructors



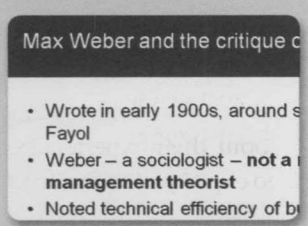
Seminar plans:

A suite of fully developed seminar plans has been prepared for use in class. Activities are based around extension material from the running case and additional real-life case studies and video clips.



Test bank:

A fully customizable resource containing interactive multiple-choice questions accompanied by answers and feedback with which to test your students.



PowerPoint slides:

Customizable PowerPoint slides have been included for use in lecture presentations. Arranged by chapter theme, the slides may also be used as hand-outs in class.

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