

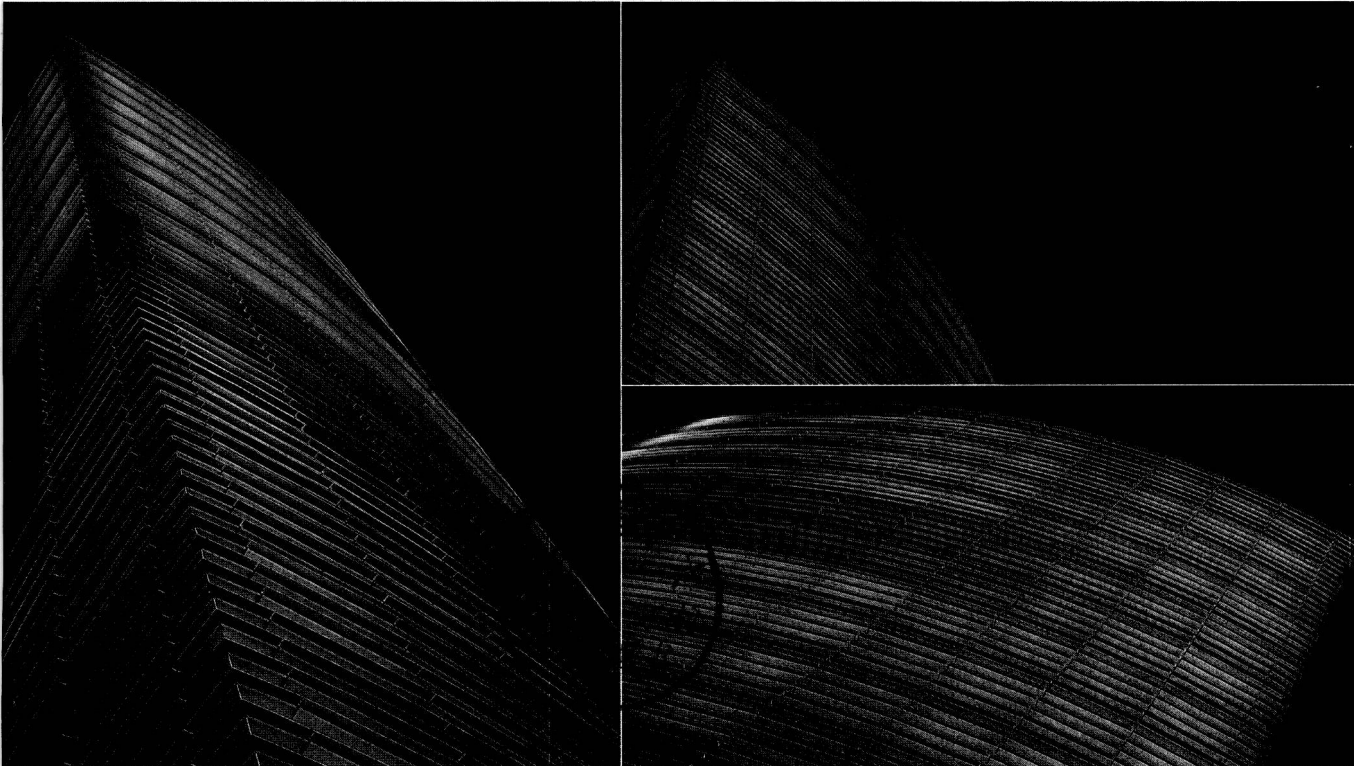
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**Contemporary Issues in Management and Organisational Behaviour**

Peter Murray David Poole Grant Jones



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Level 7, 80 Dorcas Street  
South Melbourne Victoria 3205

Email [highereducation@thomsonlearning.com.au](mailto:highereducation@thomsonlearning.com.au)  
Website <http://www.thomsonlearning.com.au>

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# Foreword

*Contemporary Issues in Management and Organisational Behaviour* is a text which is both original in structure and challenging in content. The book presents the reader with an unambiguous proposition – that organisations of the early 21st century are facing unique challenges best understood in an historical context. This context is one of social and industrial conditions, and of ideas on how organisations operate and how people behave within them.

This text maintains an exciting interplay between discussion of the structural and environmental conditions of contemporary organisations and the behaviour of those who inhabit them. The book reminds the reader of the mutual relationship between structure and process, individual and organisation, as they enable and constrain each other. There is a strong research focus with a detailed commentary from the past to the present.

Grant Jones sets the stage in his chapter on managing new organisational forms. A concise treatment of traditional elements of organisational design provides the backdrop to a treatment of the structural challenges for current organisations. Sandra Kiffin-Petersen then takes us direct to the issue of individual differences with special attention to the at times controversial topics of personality, values and attitudes, before John Cordery and Renu Burr tackle the topic of motivation at work. Discussion of job design provides one of the more explicit links between behavioural and structural elements of organisations.

Ray Gordon and David Grant provide an excellent summary of extensive and complex literature on power as it is manifested in organisational settings. They assert that while power can be seen pejoratively, it is an inextricable component of organisational life. Steve McShane follows with a chapter that explains how our understanding of decision making in organisations has evolved from an emphasis on rational-choice through to imperfect rationality to the emerging 'dual-process paradigm'.

David Poole provides a guide to strategic management literature, dealing with the co-existence of prescriptive and descriptive treatments of the strategy process. Anneke Fitzgerald and Kara Hamilton link ethics, governance, social responsibility, diversity and sustainability, addressing key elements of recent discussions about the performance of corporations.

Few topics have received as much attention in recent years, or raised such passionate responses, as that of globalisation. Paul Dainty's chapter on the developing of global business competencies is therefore both seminal and timely. In a similar vein, Deborah Blackman's treatment of knowledge creation and the learning organisation addresses matters central to any informed discussion of the operation of organisations in economies where intellectual capital is increasingly the key resource.

There are few topics in regard to organisations that have received as much attention as leadership. Peter Murray provides a clear guide through this extensive literature including a succinct treatment of contemporary views. He follows this with a detailed chapter on the contextual issues of high-performance work teams – a key element of many contemporary organisations. David Poole then looks at one of the hot topics of the last decade – emotional intelligence – before the text concludes with a treatment by Alannah Rafferty and Sharon Parker on organisational development and change.

This text of edited research challenges the reader to consider sophisticated issues without recourse to simplistic prescriptions. There is a strong message that effective action is more likely to result from an understanding of the complexities and nuances inherent in organisational life.

In producing this text, Peter, David and Grant have provided us with a very valuable resource for those who wish to develop a greater understanding of the internal dynamics of organisational life.

Richard Dunford  
September 2005



# Preface

This book has evolved, to say the least! At the beginning, we asked ourselves the all-important questions of ‘What products?’ and ‘Which markets?’. Initially we were tempted to follow a well-worn path and to write a book that would be similar to other scholarly efforts. As time progressed, however, we realised that our contribution would lie in a critical and discursive treatment of familiar and contemporary subject areas in organisational behaviour and management.

Naturally, we have surveyed the more historic literature. However, the research base for this book consists of a meta-analysis of the current issues of leading journals in management, in order to identify that are emerging and will influence future directions. The challenge for us was to produce a book that would explore the best from the past but that would enlighten readers and link the present with the future. The second aspect of research lies in the case studies. Our themes are informed by 35 new case studies as well as a reexamination of six previously published cases.

We realised that traditional research-based books have often viewed management through a prescriptive lens since the ‘design’ and ‘one-best-way’ approaches are popular teaching traditions. But we have tried in this book to steer away from these approaches, given that empirical and practical observation shows us that management occurs in many contexts. The chapters in this book present a comprehensive theoretical overview from the past to the present, allowing for more plausible predictions of the future. We have also recognised the need to illustrate our critical and cross-cultural reflections with practical examples from a range of different contexts. Each chapter traces the main contributions and limitations of the current management literature, and does so in a more detailed way than more traditional analyses have done, but it also attempts to contextualise the material where possible.

In writing this book, we are fortunate to have been able to work with an impressive line-up of contributors, including some of Australia’s best-known management professors and academics. Both the chapters and the case studies reflect a strong mix of academic excellence, with contributions from experienced and well-known academics as well as newer and emerging academics, all of them currently making a difference in their respective fields.

You will notice that there are four integrative cases at the end of the book. The aim of these cases is to reflect on the critical aspects of the chapters. In keeping with the rationale of the book, rather than providing one case per chapter, as in traditional models, the cases have been integrated so that it is possible to relate the facts of each case to the discussion and theory in a number of chapters. In this way, they represent a significant teaching tool. In time, we hope to add to the support material since a more critical and contemporary examination of each subject area lends itself to a more descriptive and subjective application in practice. We also point readers to the PowerPoint slides and instructor’s manual that have been provided as part of the supplementary material. We hope that this book makes a significant contribution to your study, teaching and research.

Peter Murray, David Poole and Grant Jones

# About the editors

**Dr Peter Murray** is a senior lecturer in business at Macquarie University's business school. His research interests include organisational learning and behaviour, and he has recently completed major research on top-management team learning in leading Australian companies. More recently, he has examined the relationship between labour-management policy and demographic shifts in Australia, contributing to the current debate about the ageing workforce. He has lectured extensively for over 15 years in both undergraduate and postgraduate degrees, and has also delivered MBA and Masters' programs in Singapore, China and Sri Lanka. In 2002, he won a 'best paper' award at the Second Conference on Cooperation and Competition in Vaxjo, Sweden. Dr Murray is a consultant to industry in leadership and change, and has facilitated programs in some of Australia's largest companies and government departments, including Hawker de Havilland, the Australian Nuclear Science Technology Organisation, SunRice, EnergyAustralia, ADI Limited and the Department of Public Works and Services. Dr Murray has a busy research and publication record.

**Dr David Poole** is the chief executive officer of one of Australia's leading industry associations, the Urban Development Institute of Australia, serving the property-development and residential building sectors. In this role, Dr Poole provides cross-functional leadership and facilitates communication between the development sector and the government. He is currently on leave from his role as senior lecturer in management at the University of Western Sydney and continues to teach in an adjunct role at the Macquarie Graduate School of Management. He has regularly delivered programs in corporate strategy and organisational behaviour at the MBA level in Australia, China and the USA. During 2001, he served as visiting Professor of Management at Utah State University. His research on education has been at the forefront of the debate about education reform, and he has also published in major journals. Dr Poole is co-author of the popular textbook *Management: an Asia-Pacific perspective*.

**Dr Grant Jones** is a senior lecturer in management at the Macquarie Graduate School of Management. Previously, he was a lecturer in strategic management at the University of Canberra. Currently, he specialises in organisational behaviour and human resource management, and plays an active role in the Macquarie Graduate School of Management's doctoral programs. Dr Jones has delivered programs in strategic management and organisational behaviour throughout Asia, including through guest lectureships at the University of Nanjing, the East China University of Science and Technology (Shanghai) and the University of Ningbo. His research interests include environmental management, organisational politics and emergent group dynamics, including team development. In 2003 he was recognised with a 'best paper' award at the European Applied Business Research Conference. In 2004 he co-authored *Renegotiating the environment: the power of politics* with Jenny Stewart of the University of Canberra. Dr Jones has extensive consulting experience in the private and public sectors, helping organisations to develop team-work solutions and leadership programs.



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