## ORGANIZATIONAL BEHAVIOR

# A MODERN BEHAVIORAL APPROACH TO MANAGEMENT

FRED LUTHANS

Professor of Management University of Nebraska

INTERNATIONAL STUDENT EDITION

McGRAW-HILL KOGAKUSHA, LTD.

Tokyo Düsseldorf Johannesburg London Mexico New Delhi Panama Rio de Janeiro Singapore Sydney

## CONTENTS

Pre	face	xiii
PAF	RT ONE FOUNDATION FOR THE STUDY OF ORGANIZATIONAL BEHAVIOR	
1	The Dynamic Role of Management Captains of Industry	3
	Managerial Specialists	6
	Specialists in Perspective	, 9
	Human Relationists	10
	Modern Professionals	13
	Practicing Managers in Perspective	18
2	Historical Development	21
	The Origin of the Behavioral Approach	. 21
	Scientific Management	. 22
	The Hawthorne Studies	23
	Implications of the Hawthorne Studies	28
	Conclusions about the Hawthorne Studies	. 32
	Early Leadership Studies	32.
	Recognition of Participation	37
	Theories X and Y	40
3	An Introduction to the Behavioral Sciences	44
	The Meaning of Behavioral Science	44
	Relation to Other Disciplines	46
	Anthropology	47
	Sociology	53
		vii

#### viii CONTENTS

	Psychology Social Psychology	60 70
4	The Scientific Approach to Organizational Behavior The Scientific Viewpoint General Systems Theory Scientific Methodology Problem Definition Literature Search Formulation of Hypotheses Research Designs Analysis and Publication of Results	74 74 75 76 80 80 80 81
5	A Conceptual Model for Organizational Behavior Theoretical Approaches to Management A Conceptual Model A Prologue	<b>97</b> 97 102 107
PAF	RT TWO THE FORMAL ORGANIZATION SYSTEM: STRUCTURE, PROCESSES, AND TECHNOLOGY	
6	Classical Organization Theory A Bureaucratic Model Bureaucratic Dysfunctions Research on Bureaucracies The Fate of Bureaucracy Classical Principles of Organization A Critique of Classical Concepts	113 113 117 119 122 124 130
7	Neoclassical Organization Theory Neoclassical Concepts Centralization and Decentralization Flat and Tall Structures Departmentation The Staff Concept of Organization	135 136 136 146 150
	Modern Organization Theory The Behavioral Approach to Organization Theory Modern Structural Models Organization as a System	159 159 168 179
9	The Decision-making Process The Nature of Decision Making Rationality in Decision Making Models of Decision-making Behavior Psychological Barriers in the Decision Process Creativity in Decision Making	188 188 191 194 202 204

Types of Management Decisions Traditional Management Decision Techniques Modern Quantitative Decision Techniques Participative Techniques Participative Techniques Participative Techniques for the Future  11 The Organizational Communication Process The Definition of Communication The Scope of Communication The Scope of Communication The Horizontal System of Communication The Horizontal System of Communication The Upward System of Control Definition of Control Basic Elements of Control Behavioral Implications of Control The Impact of Budgets on Human Behavior Behavioral Approaches to Control The Meaning of Technology The Meaning of Technological Development The Modern Technological Environment The Impact of Computers Technology's Place in the Formal Organization System Behavioral Implications of Modern Technology Technology in Perspective  PART THREE UNDERSTANDING HUMAN BEHAVIOR  14 Basic Behavioral Analysis The Nature of Man Models of Man The Variables in Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective  325 326 327 327 327 327 327 327 327 327 327 327	10	Approaches to Management Decision Making	210
Modern Quantitative Decision Techniques Creative Techniques Participative Techniques New Decision Techniques for the Future  229  11 The Organizational Communication Process The Definition of Communication The Scope of Communication The Downward System of Communication The Horizontal System of Communication The Upward System of Control The Upward System of Control Definition of Control Basic Elements of Control Behavioral Implications of Control The Impact of Budgets on Human Behavior Behavioral Approaches to Control The Meaning of Technology The Meaning of Technology The Stages of Technological Development The Modern Technological Environment The Impact of Computers Technology's Place in the Formal Organization System Behavioral Implications of Modern Technology Technology in Perspective  292 PART THREE UNDERSTANDING HUMAN BEHAVIOR  14 Basic Behavioral Analysis The Nature of Man Models of Man The Variables in Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective  332  15 The Perceptual Process The Nature and Importance of Perception 333		Types of Management Decisions	210
Creative Techniques Participative Techniques New Decision Techniques for the Future  11 The Organizational Communication Process The Definition of Communication The Scope of Communication Organizational Communication The Downward System of Communication The Horizontal System of Communication The Upward System of Control Definition of Control Basic Elements of Control The Impact of Control The Impact of Budgets on Human Behavior The Impact of Budgets on Human Behavior The Meaning of Technology The Stages of Technology The Stages of Technological Development The Modern Technological Environment The Modern Technology Technology Technology in Perspective  PART THREE UNDERSTANDING HUMAN BEHAVIOR  14 Basic Behavioral Analysis The Nature of Man Models of Man The Variables in Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective  15 The Perceptual Process The Nature and Importance of Perception 325			
Participative Techniques New Decision Techniques for the Future  229  11 The Organizational Communication Process The Definition of Communication The Scope of Communication Organizational Communication The Downward System of Communication The Horizontal System of Communication The Upward System of Control Definition of Control Definition of Control Basic Elements of Control Basic Elements of Control The Impact of Budgets on Human Behavior Behavioral Implications of Control The Impact of Budgets on Human Behavior Behavioral Approaches to Control The Stages of Technology The Stages of Technological Development The Modern Technological Environment The Impact of Computers Technology's Place in the Formal Organization System Behavioral Implications of Modern Technology Technology in Perspective  292  PART THREE UNDERSTANDING HUMAN BEHAVIOR  14 Basic Behavioral Analysis The Nature of Man Models of Man The Variables in Human Behavior A Causal Model for Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective  332  15 The Perceptual Process The Nature and Importance of Perception 333		· · · · · · · · · · · · · · · · · · ·	
New Decision Techniques for the Future  229  11 The Organizational Communication Process The Definition of Communication The Scope of Communication Organizational Communication The Downward System of Communication The Downward System of Communication The Upward System of Control The Upward System of Control Definition of Control Definition of Control Basic Elements of Control Tompact of Control The Impact of Budgets on Human Behavior Behavioral Implications of Control The Impact of Budgets on Human Behavior Behavioral Approaches to Control The Meaning of Technology The Meaning of Technology The Stages of Technological Development The Impact of Computers Technology's Place in the Formal Organization System Behavioral Implications of Modern Technology Technology in Perspective  290 PART THREE UNDERSTANDING HUMAN BEHAVIOR  14 Basic Behavioral Analysis The Nature of Man Models of Man The Variables in Human Behavior A Causal Model for Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective  325 326 327 328 329 329 331 332 3335 334 335 335 335 336 337 337 338 338 338 338 339 339 339 330 330 331 331 332 333		•	
The Organizational Communication Process The Definition of Communication The Scope of Communication Organizational Communication The Downward System of Communication The Horizontal System of Communication The Upward System of Communication The Impact of Control The Impact of Control The Impact of Budgets on Human Behavior Behavioral Approaches to Control The Nature and Impact of Technology The Stages of Technological Development The Modern Technological Development The Impact of Computers Technology's Place in the Formal Organization System Behavioral Implications of Modern Technology Technology in Perspective  The Nature of Man Models of Man The Variables in Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective  The Nature and Importance of Perception  The Nature and Importance of Perception	•		
The Definition of Communication The Scope of Communication Organizational Communication The Downward System of Communication The Horizontal System of Communication The Upward System of Communication  250 The Upward System of Communication 251 The Control Process Misconceptions about Control Definition of Control Definition of Control Basic Elements of Control Tournol System Sehavioral Implications of Control The Impact of Budgets on Human Behavior The Impact of Budgets on Human Behavior Behavioral Approaches to Control  270 The Nature and Impact of Technology The Meaning of Technology The Stages of Technological Development The Impact of Computers The Modern Technological Environment The Impact of Computers Technology's Place in the Formal Organization System Behavioral Implications of Modern Technology Technology in Perspective  292 PART THREE UNDERSTANDING HUMAN BEHAVIOR  14 Basic Behavioral Analysis The Nature of Man Models of Man The Variables in Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective  302  15 The Perceptual Process The Nature and Importance of Perception 335		New Decision Techniques for the Future	229
The Scope of Communication Organizational Communication The Downward System of Communication The Horizontal System of Communication The Upward System of Communication  250 The Upward System of Communication 251 The Control Process Misconceptions about Control Definition of Control Definitio	11	The Organizational Communication Process	234
Organizational Communication The Downward System of Communication The Horizontal System of Communication The Upward System of Communication The Upward System of Communication The Upward System of Communication  250 The Upward System of Communication 251  252  256 Misconceptions about Control Definition of Control Basic Elements of Control Basic Elements of Control The Impact of Budgets on Human Behavior Behavioral Implications of Control The Impact of Budgets on Human Behavior Behavioral Approaches to Control The Nature and Impact of Technology The Meaning of Technology The Stages of Technological Development The Modern Technological Environment The Impact of Computers Technology's Place in the Formal Organization System Behavioral Implications of Modern Technology Technology in Perspective  292 PART THREE UNDERSTANDING HUMAN BEHAVIOR  14 Basic Behavioral Analysis The Nature of Man Models of Man The Variables in Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective  332  15 The Perceptual Process The Nature and Importance of Perception 333		The Definition of Communication	. 235
The Downward System of Communication The Horizontal System of Communication The Upward System of Communication The Upward System of Communication  252  12 The Control Process Misconceptions about Control Definition of Control Basic Elements of Control Basic Elements of Control Behavioral Implications of Control The Impact of Budgets on Human Behavior Behavioral Approaches to Control The Mature and Impact of Technology The Meaning of Technology The Meaning of Technological Development The Modern Technological Environment The Impact of Computers Technology's Place in the Formal Organization System Behavioral Implications of Modern Technology Technology in Perspective  14 Basic Behavioral Analysis The Nature of Man Models of Man The Variables in Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective  15 The Perceptual Process The Nature and Importance of Perception 335		The Scope of Communication	237
The Horizontal System of Communication The Upward System of Communication  252  12 The Control Process Misconceptions about Control Definition of Control Basic Elements of Control Behavioral Implications of Control The Impact of Budgets on Human Behavior Behavioral Approaches to Control The Meaning of Technology The Meaning of Technology The Stages of Technological Development The Impact of Computers Technology's Place in the Formal Organization System Behavioral Implications of Modern Technology Behavioral Implications of Modern Technology Technology in Perspective  PART THREE UNDERSTANDING HUMAN BEHAVIOR  14 Basic Behavioral Analysis The Nature of Man Models of Man The Variables in Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective  332  15 The Perceptual Process The Nature and Importance of Perception  335		Organizational Communication	240
The Upward System of Communication  252  12 The Control Process Misconceptions about Control Definition of Control Basic Elements of Control Behavioral Implications of Control The Impact of Budgets on Human Behavior Behavioral Approaches to Control The Meaning of Technology The Meaning of Technology The Modern Technological Development The Impact of Computers The Impact of Computers The Impact of Computers The Impact of Computers The Impact of Modern Technological Environment The Impact of Computers Technology's Place in the Formal Organization System Behavioral Implications of Modern Technology Technology in Perspective  PART THREE UNDERSTANDING HUMAN BEHAVIOR  14 Basic Behavioral Analysis The Nature of Man Models of Man The Variables in Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective  15 The Perceptual Process The Nature and Importance of Perception  252  256 256 257 258 269 270 280 280 281 280 281 281 282 283 284 285 286 286 287 288 288 289 280 280 280 280 280 280 280 280 280 281 280 280 280 280 280 280 280 280 280 280		The Downward System of Communication	248
12 The Control Process Misconceptions about Control Definition of Control Definition of Control Definition of Control Basic Elements of Control Modern Techniques of Control Behavioral Implications of Control The Impact of Budgets on Human Behavior Behavioral Approaches to Control  The Nature and Impact of Technology The Meaning of Technology The Meaning of Technological Development The Modern Technological Environment The Impact of Computers Technology's Place in the Formal Organization System Behavioral Implications of Modern Technology Technology in Perspective  PART THREE UNDERSTANDING HUMAN BEHAVIOR  14 Basic Behavioral Analysis The Nature of Man Models of Man The Variables in Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective  332  15 The Perceptual Process The Nature and Importance of Perception  335		The Horizontal System of Communication	250
Misconceptions about Control Definition of Control Definition of Control Basic Elements of Control Modern Techniques of Control Behavioral Implications of Control The Impact of Budgets on Human Behavior Behavioral Approaches to Control  The Nature and Impact of Technology The Meaning of Technology The Meaning of Technological Development The Modern Technological Environment The Impact of Computers Technology's Place in the Formal Organization System Behavioral Implications of Modern Technology Technology in Perspective  PART THREE UNDERSTANDING HUMAN BEHAVIOR  14 Basic Behavioral Analysis The Nature of Man Models of Man The Variables in Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective  15 The Perceptual Process The Nature and Importance of Perception  259 265 270 280 280 281 280 281 281 282 283 283 284 285 286 286 286 287 288 288 288 289 280 280 280 280 280 281 280 280 281 280 280 280 280 280 280 280 280 280 280		The Upward System of Communication	. 252
Misconceptions about Control Definition of Control Definition of Control Basic Elements of Control Modern Techniques of Control Behavioral Implications of Control The Impact of Budgets on Human Behavior Behavioral Approaches to Control  The Nature and Impact of Technology The Meaning of Technology The Meaning of Technological Development The Stages of Technological Environment The Impact of Computers Technology's Place in the Formal Organization System Behavioral Implications of Modern Technology Technology in Perspective  PART THREE UNDERSTANDING HUMAN BEHAVIOR  14 Basic Behavioral Analysis The Nature of Man Models of Man The Variables in Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective  15 The Perceptual Process The Nature and Importance of Perception  259 265 270 280 280 281 280 281 281 282 283 284 285 286 286 287 288 289 280 280 280 280 280 281 280 280 280 280 280 280 280 280 280 280	12	The Control Process	256
Definition of Control Basic Elements of Control Modern Techniques of Control Behavioral Implications of Control The Impact of Budgets on Human Behavior Behavioral Approaches to Control  The Nature and Impact of Technology The Meaning of Technology The Meaning of Technological Development The Stages of Technological Environment The Impact of Computers The Impact of Computers Technology's Place in the Formal Organization System Behavioral Implications of Modern Technology Technology in Perspective  PART THREE UNDERSTANDING HUMAN BEHAVIOR  14 Basic Behavioral Analysis The Nature of Man Models of Man The Variables in Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective  332  15 The Perceptual Process The Nature and Importance of Perception  335		Misconceptions about Control	256
Modern Techniques of Control Behavioral Implications of Control The Impact of Budgets on Human Behavior Behavioral Approaches to Control  The Nature and Impact of Technology The Meaning of Technology The Stages of Technological Development The Modern Technological Environment The Impact of Computers Technology's Place in the Formal Organization System Behavioral Implications of Modern Technology Technology in Perspective  PART THREE UNDERSTANDING HUMAN BEHAVIOR  14 Basic Behavioral Analysis The Nature of Man Models of Man The Variables in Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective  326  The Perceptual Process The Nature and Importance of Perception  326			257
Behavioral Implications of Control The Impact of Budgets on Human Behavior Behavioral Approaches to Control  The Nature and Impact of Technology The Meaning of Technology The Stages of Technological Development The Impact of Computers The Impact of Computers Technology's Place in the Formal Organization System Behavioral Implications of Modern Technology Technology in Perspective  PART THREE UNDERSTANDING HUMAN BEHAVIOR  14 Basic Behavioral Analysis The Nature of Man Models of Man The Variables in Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective  15 The Perceptual Process The Nature and Importance of Perception  270 274 274 275 274 275 276 276 277 276 277 276 277 277 277 277		Basic Elements of Control	259
Behavioral Implications of Control The Impact of Budgets on Human Behavior Behavioral Approaches to Control  The Nature and Impact of Technology The Meaning of Technology The Stages of Technological Development The Impact of Computers The Impact of Computers Technology's Place in the Formal Organization System Behavioral Implications of Modern Technology Technology in Perspective  PART THREE UNDERSTANDING HUMAN BEHAVIOR  14 Basic Behavioral Analysis The Nature of Man Models of Man The Variables in Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective  15 The Perceptual Process The Nature and Importance of Perception  270 274 274 275 274 275 276 276 277 276 277 276 277 277 277 277		Modern Techniques of Control	265
The Impact of Budgets on Human Behavior Behavioral Approaches to Control  275  13 The Nature and Impact of Technology The Meaning of Technology The Stages of Technological Development The Impact of Computers The Impact of Computers Technology's Place in the Formal Organization System Behavioral Implications of Modern Technology Technology in Perspective  PART THREE UNDERSTANDING HUMAN BEHAVIOR  14 Basic Behavioral Analysis The Nature of Man Models of Man The Variables in Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective  15 The Perceptual Process The Nature and Importance of Perception  280 281 282 283 284 285 286 287 288 288 288 288 288 288 288 288 288	•		270
Behavioral Approaches to Control  The Nature and Impact of Technology The Meaning of Technology The Stages of Technological Development The Stages of Technological Environment The Impact of Computers Technology's Place in the Formal Organization System Behavioral Implications of Modern Technology Technology in Perspective  PART THREE UNDERSTANDING HUMAN BEHAVIOR  Basic Behavioral Analysis The Nature of Man Models of Man The Variables in Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective  326  The Perceptual Process The Nature and Importance of Perception  327  280  281  282  282  283  284  285  286  297  298  298  298  302			. 274
The Meaning of Technology The Stages of Technological Development 282 The Modern Technological Environment 283 The Impact of Computers 290 Technology's Place in the Formal Organization System Behavioral Implications of Modern Technology 298 Technology in Perspective 302  PART THREE UNDERSTANDING HUMAN BEHAVIOR  14 Basic Behavioral Analysis The Nature of Man 309 Models of Man 311 The Variables in Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective 332  15 The Perceptual Process The Nature and Importance of Perception 335			275
The Meaning of Technology The Stages of Technological Development 282 The Modern Technological Environment 283 The Impact of Computers 290 Technology's Place in the Formal Organization System Behavioral Implications of Modern Technology 298 Technology in Perspective 302  PART THREE UNDERSTANDING HUMAN BEHAVIOR  14 Basic Behavioral Analysis The Nature of Man 309 Models of Man 311 The Variables in Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective 332  15 The Perceptual Process The Nature and Importance of Perception 335	13	The Nature and Impact of Technology	280
The Stages of Technological Development The Modern Technological Environment The Impact of Computers Technology's Place in the Formal Organization System Behavioral Implications of Modern Technology Technology in Perspective  PART THREE UNDERSTANDING HUMAN BEHAVIOR  14 Basic Behavioral Analysis The Nature of Man Models of Man The Variables in Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective  15 The Perceptual Process The Nature and Importance of Perception  282 298 299 298 298 298 302			281
The Modern Technological Environment The Impact of Computers Technology's Place in the Formal Organization System Behavioral Implications of Modern Technology Technology in Perspective  PART THREE UNDERSTANDING HUMAN BEHAVIOR  14 Basic Behavioral Analysis The Nature of Man Models of Man The Variables in Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective  13 The Perceptual Process The Nature and Importance of Perception  288 290 298 298 298 302			282
The Impact of Computers Technology's Place in the Formal Organization System Behavioral Implications of Modern Technology Technology in Perspective  PART THREE UNDERSTANDING HUMAN BEHAVIOR  14 Basic Behavioral Analysis The Nature of Man Models of Man The Variables in Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective  13 The Perceptual Process The Nature and Importance of Perception  290 298 298 298 298 298 302			288
Technology's Place in the Formal Organization System Behavioral Implications of Modern Technology Technology in Perspective  PART THREE UNDERSTANDING HUMAN BEHAVIOR  14 Basic Behavioral Analysis The Nature of Man Models of Man The Variables in Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective  13 The Perceptual Process The Nature and Importance of Perception  292 298 298 302 302			290
Behavioral Implications of Modern Technology Technology in Perspective  PART THREE UNDERSTANDING HUMAN BEHAVIOR  14 Basic Behavioral Analysis The Nature of Man Models of Man The Variables in Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective  13 The Perceptual Process The Nature and Importance of Perception  298 302 302 303 309 309 309 309 309 309 309 309 309			292
Technology in Perspective 302  PART THREE UNDERSTANDING HUMAN BEHAVIOR  14 Basic Behavioral Analysis 309 The Nature of Man 309 Models of Man 311 The Variables in Human Behavior 319 A Causal Model for Human Behavior 326 Behavioral Analysis in Perspective 332  15 The Perceptual Process 335 The Nature and Importance of Perception 335			298
14 Basic Behavioral Analysis The Nature of Man Models of Man The Variables in Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective 332  15 The Perceptual Process The Nature and Importance of Perception 309 310 311 311 312 313		Technology in Perspective	302
14 Basic Behavioral Analysis The Nature of Man Models of Man The Variables in Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective 332  15 The Perceptual Process The Nature and Importance of Perception 309 310 311 311 312 313			
The Nature of Man Models of Man The Variables in Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective  326 The Perceptual Process The Nature and Importance of Perception 339	PAI	RT THREE UNDERSTANDING HUMAN BEHAVIOR	
The Nature of Man Models of Man The Variables in Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective  326 The Perceptual Process The Nature and Importance of Perception 339	14	Basic Behavioral Analysis	. 309
Models of Man The Variables in Human Behavior A Causal Model for Human Behavior Behavioral Analysis in Perspective  332  The Perceptual Process The Nature and Importance of Perception  311 312 326 327 337 338		,	
A Causal Model for Human Behavior Behavioral Analysis in Perspective 332  15 The Perceptual Process The Nature and Importance of Perception 335			
A Causal Model for Human Behavior Behavioral Analysis in Perspective 332  15 The Perceptual Process The Nature and Importance of Perception 335		,	
Behavioral Analysis in Perspective 332  15 The Perceptual Process The Nature and Importance of Perception 335	•		
The Nature and Importance of Perception 335			
The Nature and Importance of Perception 335	15	The Percentual Process	335

### x CONTENTS

	Subprocesses in Perception Perceptual Selectivity Perceptual Set in the Workplace A Perceptual Study in Industry A Perceptual Organization Social Perception	338 339 346 348 350 356
16	The Learning Process Definition of Learning Learning Theory Simple Learning Concepts Principles of Learning The Reinforcement Principle Techniques of Administering Reinforcement The Effect of Punishment Complex Learning Phenomena	361 362 363 365 367 373 377 381 383
<b>17</b>	The Basic Motivational Process Historical Development The Meaning of Human Motivation Primary Motives General Motives Secondary Motives	388 389 391 394 396 398
18	Personality Development and Theory The Definitional Controversy The Comprehensive Meaning of Personality The Development of Personality Stages of Personality Development Immaturity to Maturity Major Determinants of Personality Theories of Personality	413 414 415 416 416 420 421 430
PAR	RT FOUR DYNAMICS, APPLICATIONS, AND NEW DIMENSIONS FOR THE MANAGEMENT OF ORGANIZATIONAL BEHAV	/iọr
19	Group Dynamics and Informal Organization Group Dynamics Committee Organization Informal Organization	441 441 448 453
20	Conflict and Change Conflict in Organizational Behavior Individual Aspects of Conflict Organizational Conflict The Management of Conflict	461 461 462 471 472

	The Role of Change in Organizational Behavior The Management of Change	474 477
21	Modern Motivation and Leadership Theories for Management	482
	The Traditional Management Approach to Motivation	482
	Modern Motivation Theories for Management	483
	Leadership Theories	498
22	Modern Behavioral Applications to Management	508
	The SOB Model as a Management Technique	508
	Behavioral Techniques	511
	Leadership Techniques	. 523
	Organization Development	527
23	Summary and Future Perspectives for Organizational	
	Behavior	537
	Summary and Future Perspectives for the Behavioral	
• •	Approach to Management	537
	Summary and Future Perspectives for the Formal	
	Organization	- 539
	Summary and Future of the Study of Human Behavior	541
	Summary and Future of the Dynamics and Practical	
	Management Applications of Organizational Behavior	542
	The Future Course of Management	544
Ind	exes	547
1	Name Index	
S	Subject Index	