

**DAVID J. LAWLESS**

*Associate Professor of Psychology  
and Associate Dean of Arts*

*University of Manitoba*

**EFFECTIVE  
MANAGEMENT**  
SOCIAL  
PSYCHOLOGICAL  
APPROACH

PRENTICE-HALL, INC., *Englewood Cliffs, New Jersey*

# CONTENTS

<b>Preface</b>	<b>ix</b>
<b>part 1</b>	
<b>SOCIAL BEHAVIOR</b>	<b>1</b>
<b>1 An Introduction to Social Psychology</b>	<b>3</b>
<i>What Is Psychology? Social Psychology</i> <i>Fields of Social Psychology Organizational Psychology</i>	
<b>2 Work Is Social</b>	<b>14</b>
<i>The Changing Nature of Work Effects of Rapid Change</i> <i>Job Satisfaction and Skill Level Overcoming Boredom</i> <i>Attitude Toward Job by Others Summary</i>	
<b>3 Social Perception of People</b>	<b>29</b>
<i>Basis of Perception Perceptual Processes</i> <i>Organizing Perceived Information Cognitive Economics</i> <i>Physical Factors in Person Perception Stereotyping</i> <i>Self-Fulfilling Prophecies</i> <i>Implications of Person Perception for Management</i> <i>Summary</i>	
<b>4 Personality</b>	<b>51</b>
<i>The Major Theories Major Issues in Personality Study</i> <i>Personality Typologies The Self The Achieving Personality</i> <i>Abnormal Personality Psychosomatic Disorders</i> <i>Psychological Tests A Glossary of Common Personality Terms</i> <i>Summary</i>	
<b>5 Motivation and Incentives</b>	<b>78</b>
<i>Theories of Motivation Wants, Needs, Motives, Incentives, and the Like The Hierarchy of Needs Level of Aspiration</i> <i>Competition As an Incentive Money As an Incentive</i> <i>The Motivation-Hygiene Theory Conclusion Summary</i>	

## part 2

## HARMONY AMONG GROUPS 103

## 6 Work Groups and Organizations 105

*Groups and Organizations*    *The Purpose of the Group*  
*The Bureaucracy*    *The Nonbureaucracy*  
*Parkinson's Law and All That*    *Typing Organizations*  
*The Group Versus the Group*    *Likert's Linking Pin*  
*Group Size*    *Committees*    *Summary*

## 7 Communication 125

*Communication and Interaction*    *Communication and Organizational*  
*Structure (Problems)*    *Standard Solutions*  
*Sender Versus Receiver*    *Communication Patterns*  
*Special Languages*    *The Changing Receiver*    *Summary*

## 8 Psychological Contracts 144

*The Nature of the Psychological Contract*    *Rational-Economic Man*  
*Social Man*    *Self-Actualizing Man*    *Complex Man*    *Summary*

## 9 Social Attitudes 165

*Nature of Attitudes*    *Affective-Cognitive Consistency*    *Cognitive*  
*Dissonance*    *Functional Theory*    *Resistance to Attitude Change*  
*Attitude Change*    *Dogmatism*    *Summary*

## 10 Changing People's Minds 183

*The Receiver*    *Characteristics of a Persuasive Communicator*  
*Characteristics of a Convincing Communication*  
*The Total Situation*    *Some Special Effects in Attitude Change*  
*Group Effect on Changing People's Minds*    *Conclusion*  
*Summary*

## part 3

## GROUP DYNAMICS 203

## 11 The Group as a Team 205

*Sociometry*    *The Reasons for Choice*    *Exchange Theory*  
*Formation of the Dyad*    *The Sequence of Dyad Formation*  
*Changes in the Dyadic Relationship*    *Interaction Process Analysis*  
*Group Morale*    *Morale and Productivity*    *Summary*

<b>12</b>	<b>Power</b>	<b>230</b>
	<i>What Power Is</i> <i>Power As a Function</i> <i>Bases of Power</i> <i>Types of Power</i> <i>Power and Exchange</i> <i>Cost of Using Power</i> <i>The Power Process</i> <i>Power Balance</i> <i>Balancing Imbalance</i> <i>Maintaining Imbalance</i> <i>Reacting to Power</i> <i>Power and Control</i> <i>Power Structure</i> <i>Power Blocs</i> <i>Summary</i>	
<b>13</b>	<b>Status</b>	<b>244</b>
	<i>Sources of Status</i> <i>Comparing Status</i> <i>The Status Structure</i> <i>The Pecking Order</i> <i>Occupational Prestige</i> <i>Status and Perception</i> <i>Social Background</i> <i>Labor, Management, and the Community Elite</i> <i>Status and Communication</i> <i>Summary</i>	
<b>14</b>	<b>Normative Behavior and Conformity</b>	<b>260</b>
	<i>Influence and Norms</i> <i>Norm-Sending</i> <i>Public and Private Conformity</i> <i>Support for Non-Normative Behavior</i> <i>Work Units and Norms</i> <i>Conflict</i> <i>The Cost of Deviation</i> <i>Conformity, Deviation, and Personality</i> <i>Pressure to Conform and the Deviant</i> <i>Changing the Norm</i> <i>Summary</i>	
<b>15</b>	<b>Roles</b>	<b>280</b>
	<i>The Nature of Social Roles</i> <i>Roles and the Ongoing Interaction</i> <i>Role Expectation and Job Attitudes</i> <i>Role Strain and Role Conflict</i> <i>Role Clash</i> <i>Built-In Conflict</i> <i>Reduction of Strain</i> <i>Built-In Strain Reduction</i> <i>Choosing the Alternatives in Conflict</i> <i>Managers and Morals</i> <i>The Manager in the Role of Man</i> <i>Summary</i>	
<b>part 4</b>		
	<b>LEADERSHIP</b>	<b>299</b>
<b>16</b>	<b>The Role of Leader</b>	<b>301</b>
	<i>Leadership and Group Dynamics</i> <i>Group Versus Individual Leadership</i> <i>Qualifications for Leadership</i> <i>Leadership and Group Purpose</i> <i>Leadership Styles</i> <i>Functions of Leaders</i> <i>Authoritarian and Democratic Leaders</i> <i>Summary</i>	
<b>17</b>	<b>The Leader as Manager</b>	<b>318</b>
	<i>Management Skills and Climate</i> <i>The Supervisor—Key to Success</i> <i>Leadership and Participation</i> <i>System 4 Management</i> <i>The Four-Factor Theory of Leadership</i> <i>The Contingency Model</i> <i>Conclusion</i> <i>Summary</i>	

<b>18</b>	<b>The Manager As Teacher</b>	<b>333</b>
	<i>Managing and Teaching    The Psychology of Learning</i>	
	<i>The Basic Concepts    More Laws    Maintaining Desired Behavior</i>	
	<i>Improving Performance    Learning by Imitation    Cautions</i>	
	<i>Conclusion    Summary</i>	
	<b>part 5</b>	
	<b>THE SCIENCE OF ORGANIZATIONAL BEHAVIOR</b>	<b>349</b>
<b>19</b>	<b>Effective Management</b>	<b>351</b>
	<i>The Diagnostician    Is Work Evil?    Management and Power</i>	
	<i>Management Growth and Individual Differences    Theory Z</i>	
	<i>Management    Summary</i>	
<b>20</b>	<b>The Manager-Scientist</b>	<b>364</b>
	<i>Theory and Practice    Gathering Data    The Experimental Method</i>	
	<i>The Psychological Experiment    An S-R Experiment</i>	
	<i>An R-R Study    Experimenter Bias    Limitations of Experiments</i>	
	<i>Conclusion    Summary</i>	
<b>21</b>	<b>A Research Model for the Effective Organization</b>	<b>385</b>
	<i>Effectiveness    The Model of Effectiveness    The Complex Model</i>	
	<i>An Example of the Application of the Model</i>	
	<i>Speculative Applications of the Model</i>	
	<i>Conclusion    Summary</i>	
	<b>Bibliography</b>	<b>407</b>
	<b>Index</b>	<b>413</b>