

#### PART 1 INTRODUCTION 1

CHAPTER 1 Management of Organizations 2

CHAPTER 2 The Environment of Organizations 42

Part Case 1.1 Heavenly Ski Resort and Second City Theatre 84

Part Case 1.2 The Walt Disney Co. 86

# PART 2 STRATEGIC MANAGEMENT OF ORGANIZATIONS 88

CHAPTER 3 Strategic Management 90

CHAPTER 4 Organizational Structure and Design 132
CHAPTER 5 Organizational Culture and Change 180

CHAPTER 6 Managing Diversity at Home and Abroad 220

Part Case 2.1 Brunswick Corp. 260

Part Case 2.2 P. Roy Vagelos of Merck & Co. 262

## PART 3 MANAGING INDIVIDUALS IN ORGANIZATIONS 264

CHAPTER 7 Individual Differences 266

CHAPTER 8 Perceptions and Attitudes 304

CHAPTER 9 Motivation 348

CHAPTER 10 Leadership 388

CHAPTER 11 Human Resource Management 430

Part Case 3.1 The Phoenix Suns 476

Part Case 3.2 Mike Bowlin of ARCO 478

## PART 4 MANAGING GROUPS IN ORGANIZATIONS 480

CHAPTER 12 Communications 482

CHAPTER 13 Decision Making 522

CHAPTER 14 Groups 562

CHAPTER 15 Teams and Team Building 600

CHAPTER 16 Power and Politics 640

CHAPTER 17 Conflict and Stress 680

Part Case 4.1 Saturn Corporation 721

Part Case 4.2 Baseball versus Baseball 723

#### PART 5 MANAGING WORK PROCESSES IN ORGANIZATIONS 726

CHAPTER 18 Work Design 728

CHAPTER 19 Operations Management and Work Flow Design 770

CHAPTER 20 Technology and Information Systems 816

Part Case 5.1 Detroit Diesel 854

Part Case 5.2 Soft Manufacturing 856

#### GLOSSARY G-1

NAME AND COMPANY INDEX 1-1

SUBJECT INDEX I-7