

ORGANIZATIONAL PSYCHOLOGY

3RD EDITION



Prentice-Hall International Editions

EDGAR H. SCHEIN

Contents

FOREWORD TO FOUNDATIONS OF MODERN PSYCHOLOGY SERIES

xi

PREFACE

xiii

THE INDIVIDUAL AND THE ORGANIZATION

1

1

THE FIELD OF ORGANIZATIONAL PSYCHOLOGY

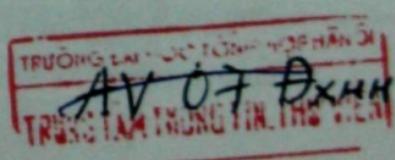
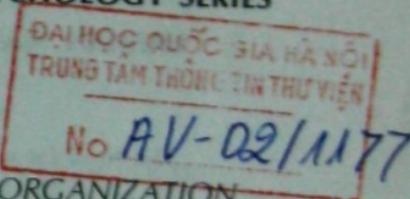
3

The Multiple Perspectives of Organizational Psychology

The Development of the Field

Stimuli Toward the Systems and Developmental View

The Plan of This Book



2

HUMAN PROBLEMS IN ORGANIZATIONS

12

What Is an Organization?

A Preliminary Definition of Organization

A Model of Formal Organizations

How Is an Organization Created?

Recruitment, Selection, Training, Socialization, and Allocation
of People to Jobs

Utilizing and Managing Human Resources

Coordination and Integration Among the Parts of the Organization

Organizational Effectiveness, Survival, and Growth

Summary



MOTIVATION AND ASSUMPTIONS ABOUT HUMAN NATURE

37

3

HUMAN NATURE: WHY IS IT ELUSIVE?

39

The Biological Fallacy

The Need for a Sociological/Situational Perspective

The Developmental Perspective

The Organizational Perspective

Contingency Theories

Summary

4

MANAGERIAL ASSUMPTIONS ABOUT HUMAN NATURE

50

Introduction

I. Rational-economic Assumptions

II. Social Assumptions

III. Self-actualization Assumptions

Summary

5

A DEVELOPMENTAL AND SITUATIONAL VIEW OF MOTIVATION

73

Introduction

The Biological Origins of Human Nature

The Impact of Socialization and Early Development

Occupational Choice and Career Development

Basic Need Theories Revisited

Job Values and Job Dimensions

Summary

6

THE COMPLEXITY OF HUMAN NATURE

93

Implications for Management-Contingency Theories

Evidence for Complex Assumptions

Conclusion: Motivation and the Psychological Contract
in Perspective



LEADERSHIP AND PARTICIPATION

103

7

WHY IS IT DIFFICULT TO ANALYZE LEADERSHIP?

105

Problem 1. Identifying Who Is "Leader"

Problem 2. What Is the Scope of "Leadership?"

Problem 3. What Is the Cultural Context?

Problem 4. What Is the Task?

Problem 5. What Is the Developmental Stage Between Leader
and Followers?

A Diagnostic Framework for Analyzing Leadership

8

THEORIES OF LEADERSHIP AND PARTICIPATION 114

Focus on the Leader: Fiedler's Leader-match Theory

Focus on the Task/Situation: Vroom's Contingency Theory

Focus on the Subordinates: Hersey and Blanchard's
Situational Leadership Theory

Focus on Leader Behavior: Argyris's Model I and Model II

Summary Issue 1: Task Versus People Orientation

Summary Issue 2: Autocracy, Consultation, Participation,
or Delegation

Leadership as a Distributed Set of Functions

Decision Areas: The Work Itself, the Interaction Context,
and/or Organizational Policies

Conclusion

IV

GROUPS IN ORGANIZATIONS

141

9

THE STRUCTURE AND FUNCTION OF GROUPS 145

Definition of a Group

Types of Groups in Organizations

Functions Fulfilled by Groups

Factors Affecting the Integration of Organizational Goals
and Personal Needs in Groups

When Not to Use Groups

Summary

10

INTERGROUP PROBLEMS IN ORGANIZATIONS 172

Some Consequences of Intergroup Competition

Reducing the Negative Consequences of Intergroup Competition

Preventing Intergroup Conflict

The Problems of Integration in Perspective

11

THE ORGANIZATION AS A COMPLEX, OPEN SYSTEM

187

Introduction

Some Early System Models

Organizations as Overlapping Groups, Role Sets, and Coalitions

The Neostructuralists-New Efforts to Build Formal
Organization Theory

Summary

12

THE ORGANIZATION AS A DYNAMIC, DEVELOPING
SYSTEM

213

Introduction and Purpose

Dynamic Models of Organizations

Toward a Redefinition of "Organization"

13

INCREASING ORGANIZATIONAL EFFECTIVENESS

230

What Is Organizational Effectiveness?

Organizational Coping

Organizational Change and Development

Conclusion: Organizational Conditions for Effective Coping

BIBLIOGRAPHY

253

INDEX

266