Introduction 5

1 Why organizational behavior? 7
1.1 An introductory example 7
1.2 Overview of organizational behavior 10
Summary 14
Assignments 14

2 The individual level 15
2.1 Individual behavior 15
2.1.1 Personality 15
2.1.2 Motivation 24
2.1.3 Stress 28
2.2 Interpersonal skills 32
2.2.1 Communication 32
2.2.2 Emotional intelligence 37
2.2.3 Conflict management 39
2.2.4 Negotiation 44
Summary 48
Assignments 49

3 The group level 50
3.1 Group behavior 50
3.1.1 Groups 50
3.1.2 Teams 53
3.2 Leadership 56
3.2.1 Leadership context and style 56
3.2.2 Situational leadership 60
Summary 67
Assignments 67

Concluding remarks 68

Appendix
A. Key to Exercises 69
B. Key to Assignments 76
C. Glossary 79
D. Bibliography 81
E. Index 89