
Index

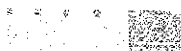
- Abilities, 79–80
Accor group, 35, 170
Alton Towers, 31
Attitudes, 87–90
 behaviour and, 91–3
 change, 175–6, 216–17
 barriers to, 217
 employee selection and, 91
Authority-obedience management, 137–8
Autocratic model, 44
Autonomous work groups, 170
- Balanced score card approach, 17–18,
197–8
Barriers to entry:
 diversity management, 211–12
 hospitality management, 236–7
Behaviour, *see* Individual behaviour;
 Organizational behaviour
Beliefs, 87–90
Bureaucratic model, 44
- Chain of command, 35–9
Codetermination, 44, 166
Cognitive dissonance, 92, 216
Collective bargaining, 53–4
Collective opposition, 53–6
 barriers to, 55–6
 forms of, 54–5
Command, 192
Communication, 166, 182–201
 channels, 183–4
 communication flows, 187–90
 downward communication, 188
 informal communications, 190
 lateral communications, 189
 upward communication, 188–89
 culture significance, 186
 effective communication, 191–5
 command and control, 192
 consultation, 192–4
 participation, 194–5
 employee satisfaction, 198, 199
 importance of line manager
 communications, 195–7
 models of, 183, 185–7
 performance relationship, 197–201
Confucian dynamism, 146
Consultation, 166, 192–4
Consultative management, 139, 140
Control, 166, 192
Control span, 35–9
Coping resources, 116
Coping strategies, 115–16
Core workers, 25–6
Corporate cultures, 151–3
 see also Organizational culture
Cost-minimization strategy, 16–17, 31
Country-club management style, 137
Culture, 145–8, 149
 communication and, 186
 see also Organizational culture
Customer relations, emotional dimensions,
110–11
Customization, 10–11
- Decision-making, 139, 165
 degree of involvement, 165–6, 194
 form of involvement, 167
 level of involvement, 167–8
 see also Management styles
Delaying, 171
Democracy, 44
Demonstration effect, 208
Departmentalization, 35
Direct democracy, 44



- Directive management, 139–40
- Discrimination, 204–10
 direct discrimination, 207
 indirect discrimination, 207
 positive discrimination, 211
 role of organizational culture, 208
 socialization and, 209
- Disempowerment, 142
- Disney World, 11, 31
- Distancing strategies, 26–7
- Distributive injustice, 119
- Diversity management, 204–18
 celebrating diversity, 214–15
 discrimination in the workplace, 206–10
 role of organizational culture, 208
 socialization and, 209
 episodic approaches, 213
 free-standing approaches, 213
 increasing workplace diversity, 210–14
 equal opportunities policy, 212
 minority monitoring, 212
 positive discrimination, 211
 removing barriers to entry, 211–12
 selection training, 212
 social psychology of togetherness, 216–17
 barriers to attitude change, 217
 systematic approaches, 213
- Division of work, 35
- Downward communication, 188
- Emotional capital, 109
- Emotional intelligence, 109–10
- Emotional labour, 106, 112–18, 121
- Emotional organizations, 106–7
 emotional intelligence, 109–10
 emotions and customers, 110–11
 organizations as emotional arenas, 107–8
- Emotions:
 emotional deviance, 114
 emotional dissonance, 114
 emotional harmony, 114
 employment practice and, 118–22
 empowerment effects, 121–2
 injustice at work effects, 118–21
- Employment practice, 12–14, 15–18
 cost employment practice, 16–17
 emotions and, 118–22
 empowerment effects, 121–2
 injustice at work effects, 118–21
 flexible firms, 25–7, 234–5
 quality employment practice, 17–18
- Empowerment, 139, 163–79
 emotional responses to, 121–2
 empowering leadership, 141–2
 forms of, 169
 through commitment, 171
 through delayering, 171
 through involvement, 170
 through participation, 169–70
 motivational construct, 172–3
 psychology of, 171–7
 relational empowerment, 164–8, 172, 173
 degree of involvement, 165–6
 form of involvement, 167
 level of involvement, 167–8
 power, 168
 range of subjects, 168
- Entry barriers:
 diversity management, 211–12
 hospitality management, 236–7
- Environment, 23–7
 uncertainty, 23–4
- Equal opportunities policy, 212
see also Diversity management
- Equity theory, 99–100
- ERG theory of motivation, 94–5
- Expectancy theory, 97–8
- Flexible firms, 25–7, 234–5
- Formal groups, 127, 128–9
- Forte group, 150, 154
- Friendly Pub Company, 5–6, 8
- Globalization, 147, 220
- Go slow working, 55
- Goal setting, 100
- Grapevine, 190
- Groups in organizations, 125–30
 autonomous work groups, 170
 formal groups, 127, 128–9
 group membership influence on
 individual behaviour, 126–7
 in-group, 207, 216
 informal groups, 127–8, 129
 leadership, 135–42
 sources of leadership power, 141–2
 out-groups, 207, 216
 primary groups, 126, 129
 secondary groups, 125–6
see also Teamworking
- Halo effect, 207
- Harvester Restaurants, 11, 14–15, 130, 134, 167–8, 178–9



- Motivation (*cont'd*)
 McClelland's model, 96–7
 Maslow's hierarchy of needs, 94
 empowerment and, 172–3
 learning and, 79
 process theories, 97–103
 equity theory, 99–100
 expectancy theory, 97–8
 goal setting, 100
 job characteristics theory (JCT), 100–2
- Multifunctional teams, 130
- Multiple stakeholders, 4
- Myers-Briggs Type Indicator (MBTI), 67, 68
- Networked structure, 26–7
- Occupational communities, 157–9
- Opposition within organizations, 52–8
 collective opposition, 53–6
 barriers to, 55–6
 forms of collective action, 54–5
 individualized forms of opposition, 57–8
- Organic organizational structures, 22–3
- Organization performance:
 balanced score card approach, 17–18, 197–8
 communication relationship, 197–200
- Organizational behaviour, 3–6, 20, 79
- Organizational conflict, 6–8
 injustice at work, 118–21
 interactionist perspective, 7
 pluralist perspective, 7, 45
 radical pluralist perspective, 7, 46
 unitarist perspective, 7, 45
see also Opposition within organizations;
 Organizational politics
- Organizational culture, 145, 147, 148–61
 development of, 149–51
 discrimination and, 208
 levels of, 153–5
 primary characteristics of, 151, 152
 socialization, 155
 subcultures, 155–9
 typology, 151–3
- Organizational development (OD), 231
- Organizational politics, 44–52, 58–9
 illegitimate political behaviour, 48
 legitimate political behaviour, 48
 root cause of, 49–51
see also Organizational conflict
- Organizational structure, 21–42
 chain of command, 35–9
 contingency factors, 23–32
 environment, 23–7
 size, 30
 strategy, 30–1
 technology, 27–30
 delayering, 171
 division of work/departmentalization, 35
 management levels, 227–8
 matrix structure, 39–41
 mechanistic organizational structures, 22–3
 organic organizational structures, 22–3
 span of control, 35–9
 work specialization, 34–5
- Organizations, 20
 emotional organizations, 106–11
 emotional intelligence, 109–11
 emotions and customers, 110–11
 organizations as emotional arenas, 107–9
 group factors, 5
see also Groups in organizations
 individual factors, 5
 leisure service organizations, 4, 9–15
 management factors, 5
 metaphors of, 8–9
 process factors, 5
 structural factors, 5
- Out-groups, 207, 216
- Overtime bans, 55
- Parcelco, 178
- Participation, 169–70, 194–5
see also Involvement
- Participative management, 139, 140
- Perception, 71–7
 influencing factors, 72–7
- Performance, *see* Organization performance
- Peripheral workers, 25–6
- Perishability, 11
- Personality, 65–71
 types, 66–9
- Pluralist perspective, 7, 45
- Politics, 44
see also Organizational politics
- Positive discrimination, 211
- Power, 168
 inequalities, 3
 sources of leadership power, 141–2
see also Empowerment
- Power distance, 146
- Powerlessness, 142
- Prejudice, 206
see also Discrimination



- Pret à Manger, 168
 Primary groups, 126
 Procedural injustice, 119
 Product, nature of, 234–5
 Professional services, 12, 14
 Projection, 207
 Psychological groups, 126
- Quality circles, 170
- Radical pluralist perspective, 7, 46
- Recruitment, 16–17
 increasing workplace diversity, 211–12
 positive discrimination, 211
 removing barriers to entry, 211–12
 selection training, 212
 see also Diversity management
- Reinforcement, 78
- Relational empowerment, 164–8, 172, 173
 degree of involvement, 165–6
 form of involvement, 167
 level of involvement, 167–8
 power, 168
 range of subjects, 168
- Representative democracy, 44
- Rusty halo effect, 207
- Secondary groups, 125–6
- Selection training, 212
- Self-perception theory, 92, 132
- Semi-skilled jobs, 233
- Service organizations, *see* Leisure service organizations
- Service predisposition instrument (SPI), 91
- Services, 9–14
 mass services, 12, 14
 professional services, 12, 14
 service factory, 12, 13
 service shop, 12, 13–14
 standardization/customization, 10–11
 tangibility/intangibility, 9–11
 see also Leisure service organizations
- Smile strikes, 55
- Socialization, 151, 155
 discrimination and, 209
- Staff turnover, 5–6, 8, 16–17, 57, 233, 234
- Standardization, 10–11, 147
- Stereotypes, 206
- Strategy, 30–1
- Strikes, 55
- Subject agenda, 3–4
- Systemic injustice, 119
- Teamworking, 130–4, 194
 benefits of, 133–4
 roles in teams, 132–3
 stages in team development, 131–2
 team management, 138
 threats to team development, 132
 types of teams, 130
 see also Groups in organizations
- Technology, 27–30
- Tesco, 198
- TGI Fridays, 13, 111, 112, 119, 130, 167, 170
- Total quality management (TQM), 231
- Total reward system, 234
- Trade unions, 53–4, 55–6, 215–16
- Training, 233
 management training, 235
- Uncertainty, 23–4
 avoidance of, 146
- Unequal treatment, 207
 see also Discrimination
- Unitarist perspective, 7, 45
- Upward communication, 188–9
- Values, 84–6, 87
- Virgin Blue, 31
- Work specialization, 34–5

