

BRIEF CONTENTS

<i>Preface</i>	xix
----------------------	-----

Chapter 1 Organizational Behavior, Organizational Theory, and Their Importance in Healthcare	1
Chapter 2 Theories of Managing People	19
Chapter 3 Supporting Diversity, Equity, and Inclusion.....	39
Chapter 4 Individual and Organizational Learning	67
Chapter 5 Attitudes and Satisfaction	85
Chapter 6 Individual and Organizational Values and Ethics	107
Chapter 7 Individual and Organizational Motivation	129
Chapter 8 Emotions, Moods, and Stress on the Job	151
Chapter 9 Paradigms and Perceptions.....	177
Chapter 10 Decision-Making.....	199
Chapter 11 Creativity and Innovation.....	221
Chapter 12 Group Behavior	243
Chapter 13 Work Teams	263
Chapter 14 Communication	283
Chapter 15 Leadership Theories and Styles.....	305
Chapter 16 Power, Politics, and Influence	335
Chapter 17 Conflict Management and Negotiation	357
Chapter 18 Organizational Design and Structure.....	381

Chapter 19	Performance Management.....	417
Chapter 20	Developing Employees Through Mentoring, Coaching, and Delegation	441
Chapter 21	Organizational Culture.....	461
Chapter 22	Human Resources Policies and Practices	481
Chapter 23	Strategy and Change Management	503
Case 1	A Dilemma of Loyalties	523
Case 2	Theranos and Elizabeth Holmes.....	525
Case 3	The Injured Migrant Worker	533
Case 4	The Overutilizing Orthopedist	535
Case 5	The Busy Regional Vice President	537
Case 6	Thalidomide and Grünenthal.....	541
Case 7	Prospect Medical—Imperfect Incentives Drive Actions Not Consistent with Mission.....	545
Case 8	Pegasus Health’s Integration of Care	551
Case 9	Purdue’s Dilemma to Increase Sales.....	555
Case 10	OrthoIndy	559
Case 11	The New CEO.....	563
Case 12	Liver Allocation.....	565
Case 13	Letter from a Bereaved Mother	567
Case 14	HealthT Seeks Healthier Employees	569
Case 15	HealthSouth	573
Case 16	FHP—Utah	581
Case 17	Starting as CEO at Skyview Hospital	587
Case 18	Director of Marketing Versus Operations.....	591
Case 19	The Ogre and the Playroom	593
Case 20	A Saudi Bid and I	595
Case 21	A Proposed Merger Gone Bad – A Lack of Confidence in Leadership	597
Case 22	Night Staffing and Job Commitment.....	601
Case 23	Mike and the Walk-Around	603
Case 24	Sakal’s Dilemma	605
Case 25	Sam’s Deposit Recovery	607
Case 26	Shannon’s Extreme Uninsured Healthcare Costs	611
Case 27	The Ethical Challenge of Treating Hepatitis C.....	615

Case 28	Governance and Decision-Making in Hospital-Based Surgical Services	617
Case 29	Mentoring, Coaching, and Delegating: Combating High Turnover and Poor Culture	623
<i>Appendix: Case Matrix</i>		625
<i>Glossary</i>		629
<i>Index</i>		643
<i>About the Authors</i>		645

This is a prepublished copy.

Copying and distribution of this book is prohibited without written permission.
For permission, please contact Copyright Clearance Center at www.copyright.com.

DETAILED CONTENTS

<i>Preface</i>	xix
----------------------	-----

Chapter 1 Organizational Behavior, Organizational Theory, and Their Importance In Healthcare	1
Learning Objectives	2
Key Terms	2
Organizational Behavior	3
Organizational Theory	4
History and Development	5
Relevance to the Healthcare Industry.....	8
Chapter Summary	12
Chapter Questions	12
Chapter Cases	13
Chapter Activity	14
References.....	15
Chapter 2 Theories of Managing People.....	19
Learning Objectives	19
Key Terms	19
Weber's Efficient Bureaucracy	21
Administrative Theory.....	23
Maslow's Hierarchy of Needs.....	25
Human Relations	27
Decision-Making Theory.....	30
Institutional Theory	31
Chapter Summary	31
Chapter Questions	32
Chapter Cases	33
Chapter Activity	35
References.....	36

Chapter 3	Supporting Diversity, Equity, and Inclusion.....	39
	Learning Objectives	39
	Key Terms	40
	Cultural, Racial, and Ethnic Diversity.....	43
	Gender and Age Diversity	45
	Racial and Ethnic Disparities in Healthcare	49
	Affirmative Action and Diversity Management	51
	Federal, State, and Private Resources to Improve Diversity	55
	Chapter Summary	56
	Chapter Resources	58
	Chapter Questions	58
	Chapter Cases	59
	Chapter Activities	61
	References.....	62
Chapter 4	Individual and Organizational Learning	67
	Learning Objectives	67
	Key Terms	68
	Role of Motivation in Learning.....	72
	Challenges of Learning in Healthcare.....	73
	Chapter Summary	76
	Chapter Questions	77
	Chapter Case.....	78
	Chapter Activities	80
	References.....	80
Chapter 5	Attitudes and Satisfaction	85
	Learning Objectives	85
	Key Terms	86
	Attitudes	87
	Engagement.....	90
	Satisfaction.....	92
	Job Satisfaction Outcomes and Measurement	95
	Chapter Summary	99
	Chapter Questions	99
	Chapter Cases	100
	Chapter Activities	101
	References.....	102

Chapter 6	Individual and Organizational Values and Ethics	107
	Learning Objectives	107
	Key Terms	108
	Business Ethics and Corporate Social Responsibility	108
	Ethical Models	110
	Ethical Challenges in Business and Healthcare.....	114
	Professional Ethics	117
	A Rule of Thumb for Ethical Behavior – The Newspaper Test	119
	Chapter Summary	120
	Chapter Questions	121
	Chapter Cases	121
	Chapter Activities.....	123
	References.....	124
Chapter 7	Individual and Organizational Motivation	129
	Learning Objectives	129
	Key Terms	130
	External Stimuli	131
	Intrinsic Stimuli	132
	Job Crafting.....	139
	Myths About Motivation.....	140
	Chapter Summary	142
	Chapter Questions	144
	Chapter Cases	144
	Chapter Activity	146
	References.....	146
Chapter 8	Emotions, Moods, and Stress on the Job	151
	Learning Objectives	151
	Key Terms	152
	Emotions	152
	Stress	156
	Locus of Control.....	159
	Chapter Summary	164
	Chapter Questions	166
	Chapter Cases	166
	Chapter Activities.....	171
	References.....	171

Chapter 9	Paradigms and Perceptions	177
	Learning Objectives	177
	Key Terms	178
	Paradigms	178
	Perceptions	180
	Perceptual Biases	183
	Effects on Job Commitment	189
	Chapter Summary	189
	Chapter Questions	190
	Chapter Cases	191
	Employee Perceptions at HealthT Inc.	191
	Chapter Activities	193
	References.....	195
Chapter 10	Decision-Making.....	199
	Learning Objectives	199
	Key Terms	200
	Models of Decision-Making	201
	Biases in Decision-Making.....	204
	Groupthink	206
	Decision-Making in Healthcare	207
	Improving Decision-Making.....	208
	Chapter Summary	211
	Chapter Resources	212
	Chapter Questions	212
	Chapter Cases	213
	Chapter Activities	215
	References.....	216
Chapter 11	Creativity and Innovation.....	221
	Learning Objectives	221
	Key Terms	221
	The Link Between Creativity and Innovation	222
	Types of Healthcare Innovations	224
	Strategies for Increasing Creativity and Innovation.....	226
	Diffusion of Healthcare Creativity and Innovation	228
	Disruptive Innovation and Sustaining Innovation	232
	Chapter Summary	233
	Chapter Questions	234
	Chapter Cases	235

Chapter Activities.....	238
References.....	238
Chapter 12	
Group Behavior	243
Learning Objectives	243
Key Terms	243
Groups Versus Teams	245
Interdependence	245
Conformity and Norms	246
Cohorts and Reference Groups	248
Groupthink and Group Shift	249
Group Polarization.....	250
Obedience.....	251
Social Facilitation and Social Loafing.....	252
Advantages and Disadvantages of Group Decision-Making	253
Chapter Summary	254
Chapter Questions	255
Chapter Cases	256
Chapter Activities.....	258
References.....	258
Chapter 13	
Work Teams	263
Learning Objectives	263
Key Terms	263
The Nature of Teams	264
Team Composition.....	265
Multidisciplinary and Interdisciplinary Teams	265
Diversity.....	266
Team Formation	267
Team Building	269
Signs of an Effective Team	272
Conflict.....	274
Team Viability	275
Chapter Summary	276
Chapter Questions	277
Chapter Cases	278
Chapter Activities.....	280
References.....	281

Chapter 14	Communication	283
	Learning Objectives	283
	Key Terms	283
	Communication Process.....	284
	Nonverbal Communication	290
	Barriers to Effective Communication.....	292
	Impact of Culture on Communication	293
	Virtual Communication	294
	Successful Communication.....	295
	Chapter Summary	296
	Chapter Questions	297
	Chapter Cases	298
	Chapter Activity	300
	References.....	301
Chapter 15	Leadership Theories and Styles.....	305
	Learning Objectives	305
	Key Terms	306
	Defining Leadership	307
	Trait Theory	308
	Behavior Theory	308
	Contingency Theory	310
	Transactional Leadership and Situational Leadership	311
	Transformational Leadership	313
	Emerging Theories.....	321
	Chapter Summary	323
	Chapter Questions	325
	Chapter Cases	326
	Chapter Activities	329
	References.....	330
Chapter 16	Power, Politics, and Influence	335
	Learning Objectives	335
	Key Terms	335
	Power and Influence Defined	336
	Influence Tactics	339
	Organizational Politics	342
	Chapter Summary	347
	Chapter Questions	348
	Chapter Cases	348

Chapter Activities.....	353
References.....	353
Chapter 17	
Conflict Management and Negotiation	357
Learning Objectives	357
Key Terms	357
Conflict Basics.....	358
Types of Work-Related Conflict	360
Dealing with Conflict.....	361
Contributing Factors to Conflicts in Healthcare	362
Zero-Sum Games and Competition.....	364
Conflict and COVID-19	365
Managing Conflict	366
Negotiation Skills.....	368
Chapter Summary	371
Chapter Questions	373
Chapter Cases	374
Chapter Activities.....	377
References.....	378
Chapter 18	
Organizational Design and Structure.....	381
Learning Objectives	381
Key Terms	382
Corporations	382
Organizational Structure and Organizational Design.....	384
Structure Types.....	391
Advantages and Disadvantages of Different Structures	398
Possible Future Structures in Healthcare	400
Organizational Structure and the Environment	402
Governing Boards	402
Chapter Summary	403
Chapter Questions	406
Chapter Cases	406
Chapter Activities.....	411
References.....	412
Chapter 19	
Performance Management.....	417
Learning Objectives	417
Key Terms	418

Performance Management Tools	420
Individual Performance Management	423
360-Degree Feedback Appraisal Systems	428
Competency-Based Performance Systems	430
Chapter Summary	432
Chapter Questions	433
Chapter Cases	433
Chapter Activities	438
References.....	438
 Chapter 20 Developing Employees Through Mentoring, Coaching, and Delegation	441
Learning Objectives	441
Key Terms	442
Mentoring and Coaching	442
Delegation	446
Beware of Micromanaging	451
Communicate Clearly When Delegating.....	451
Eight Steps to Effective Delegation	452
Chapter Summary	453
Chapter Questions	454
Chapter Cases	454
Chapter Activities	457
References.....	457
 Chapter 21 Organizational Culture.....	461
Learning Objectives	461
Key Terms	462
Components of Organizational Culture.....	463
Cultural Differences	466
Changing a Culture.....	470
Chapter Summary	472
Chapter Questions	473
Chapter Cases	474
Chapter Activities	476
References.....	476
 Chapter 22 Human Resources Policies and Practices	481
Learning Objectives	481
Key Terms	481
Job Descriptions and Specifications	482

Performance Simulation	483
Additional Testing Techniques	484
Interviews	486
Training	488
The Leadership Role of HR	492
Chapter Summary	493
Chapter Questions	494
Chapter Cases	494
Chapter Activities.....	496
References.....	497
Chapter 23 Strategy and Change Management	503
Learning Objectives	503
Key Terms	504
Values, Mission, and Vision	504
Gap Analysis and Organizational Change	510
Chapter Summary	515
Chapter Resource.....	516
Chapter Questions	516
Chapter Cases	516
Chapter Activities.....	519
References.....	520
Case 1 A Dilemma of Loyalties	523
Case 2 Theranos and Elizabeth Holmes.....	525
Case 3 The Injured Migrant Worker	533
Case 4 The Overutilizing Orthopedist	535
Case 5 The Busy Regional Vice President	537
Case 6 Thalidomide and Grünenthal.....	541
Case 7 Prospect Medical—Imperfect Incentives Drive Actions Not Consistent with Mission.....	545
Case 8 Pegasus Health’s Integration of Care	551
Case 9 Purdue’s Dilemma to Increase Sales.....	555
Case 10 OrthoIndy	559
Case 11 The New CEO	563
Case 12 Liver Allocation.....	565
Case 13 Letter from a Bereaved Mother	567
Case 14 HealthT Seeks Healthier Employees	569
Case 15 HealthSouth	573
Case 16 FHP—Utah	581

Case 17	Starting as CEO at Skyview Hospital	587
Case 18	Director of Marketing Versus Operations.....	591
Case 19	The Ogre and the Playroom	593
Case 20	A Saudi Bid and I	595
Case 21	A Proposed Merger Gone Bad – A Lack of Confidence in Leadership	597
Case 22	Night Staffing and Job Commitment.....	601
Case 23	Mike and the Walk-Around	603
Case 24	Sakal's Dilemma	605
Case 25	Sam's Deposit Recovery	607
Case 26	Shannon's Extreme Uninsured Healthcare Costs	611
Case 27	The Ethical Challenge of Treating Hepatitis C.....	615
Case 28	Governance and Decision-Making in Hospital-Based Surgical Services	617
Case 29	Mentoring, Coaching, and Delegating: Combating High Turnover and Poor Culture	623
<i>Appendix: Case Matrix</i>	625	
<i>Glossary</i>	629	
<i>Index</i>	643	
<i>About the Authors</i>	645	