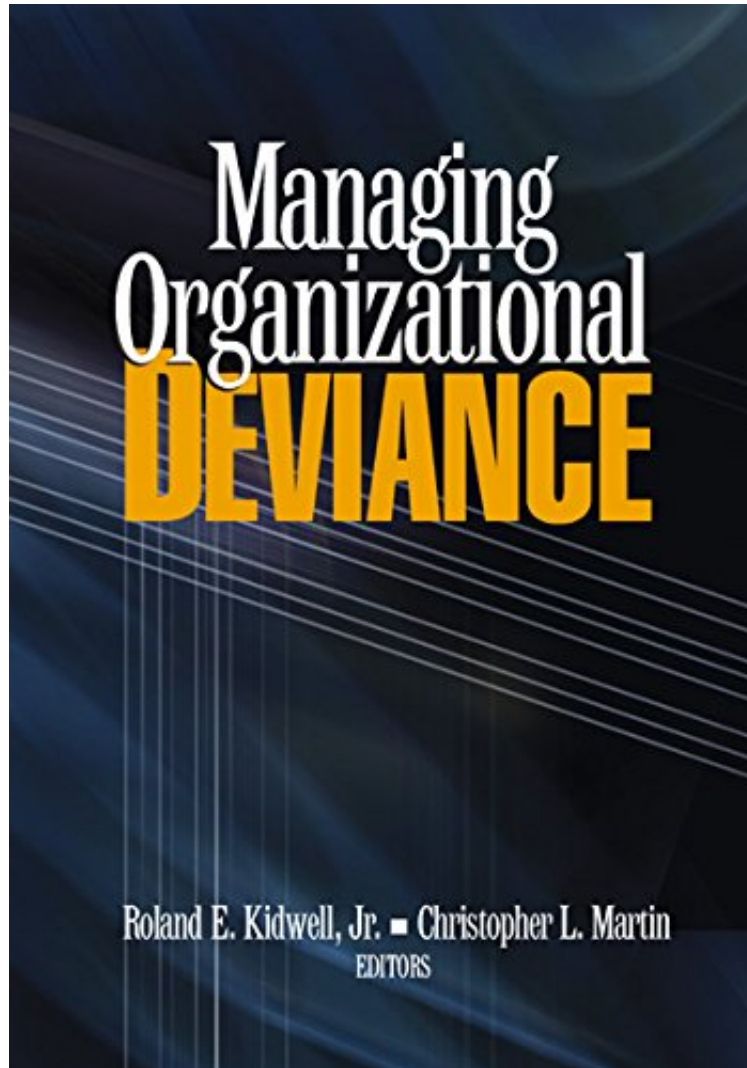


## Managing Organizational Deviance

*Roland E. Kidwell Jr.*

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**Roland E. Kidwell Jr. : Managing Organizational Deviance** before purchasing it in order to gage whether or not it would be worth my time, and all praised Managing Organizational Deviance:

2 of 3 people found the following review helpful. Changing organizational structures and processes is a much more effective way to bring about better behaving personnel than reliBy George BeamIn this collection of essays and case studies, the causes of deviant, as well as correct/proper, behavior in organizations are described, leading to proposals for reducing the former and inducing the latter. The approach is, essentially, behavioral, identifying antecedents ("root causes", p. xiv) of behavior which, the contributors contend, reside primarily in organizational structures and processes: "managers would do well to consider the roles [effects] that structure . . . and processes play in [causing] deviant behavior and how these organizational features could be used to effectively channel potential deviance into

positive outcomes [behaviors] for organizations" (p. x). Change/modify/reform organizational structures and process and you can thereby reduce badmouthing the organization (Ch. 4), lying, bullying, and harassment in the workplace (Ch. 7, 8), organizational aggression (Ch. 10), and other types of deviant behavior while, at the same time, these changes/modifications/reforms in structures and processes can help induce and sustain behaviors that constitute--in the words of consultant and author, Robert Levering--"great place[s] to work". Changing organizational structures and processes is a much more effective way to bring about better behaving personnel than reliance on boards of ethics, education and training in ethics, codes of ethics, and the like. The latter, since Watergate, have become part of the conventional approach to organizational deviance and are known to be largely ineffective. Only by changing "organizational features"--only by changing what personnel experience in the day-by-day execution of their work and obligations--will we optimize the results of our efforts for betterment.

The success of an organization may be dependent on limiting the potential for deviant behavior, and if necessary, reacting to deviant behavior in a positive way. Focusing on the successful management of deviant behavior in the workplace and the role of the organization in creating conditions for this behavior is a crucial topic of study for those interested in Organizational Behavior and Human Resource Management. Managing Organizational Deviance goes beyond questions of control to also consider ethical dimensions of conduct. As a result, it teaches students who will go on to inhabit organizations to become familiar with the ethical implications of deviant and dysfunctional behavior in addition to managing this behavior in an effective way.

About the Author Roland Kidwell is an associate professor of management in the College of Business Administration at Niagara University (NY). He has a PhD in business administration from Louisiana State University. His research interests include withholding effort in work groups and other collectives, business ethics and human resource issues in small businesses. His research has appeared in various academic journals including the Academy of Management, Journal of Management, Journal of Accounting and Public Policy, Small Group Research and Journal of Business Ethics. He co-authored the text, HRM from A to Z, Critical questions asked answered (2001: McGraw-Hill Irwin). Christopher L. Martin is Dean of the Frost School of Business and holder of the Linco Eminent Scholars Chair of Business Administration at Centenary College of Louisiana. Prior to joining Centenary, Dr. Martin was professor and chair of the Department of Management and Marketing at Louisiana State University in Shreveport. His writings have addressed organizational fairness, anger and disruptive workplace behavior, technologically driven change, organizational downsizing, human resource management strategy, trust, and leadership. His research has appeared in numerous journals, including The Journal of Applied Psychology, The Academy of Management Journal, Journal of Management, OBHDP, and Administrative Sciences Quarterly. In addition, the managerial implications of this work have been noted by The Wall Street Journal, The Washington Post, The New York Times, CNN, USA Today and Business Week. Dr. Martin co-author of the McGraw-Hill/Irwin text, HRM From A to Z.